

Memorandum

U.S. Department
of Transportation
**United States
Coast Guard**



Subject: FUNCTIONAL STATEMENTS FOR STREAMLINED HQ
ORGANIZATION

Date: 15 Mar 96
6000


From: Chief, Streamlining Implementation Team

Reply to: G-CRC-1
Attn. of: LCDR Propst
267-6140

To: Chief, Plans, Policy and Evaluation Division

1. Draft functional statements for the streamlined Headquarters organization are provided in enclosure (1). Please work directly with each Directorate to finalize the functional statements for inclusion in the Coast Guard Organization Manual. Questions concerning organizational/functional issues resulting from streamlining should be directed to CDR Krumdieck at 267-6168.

2. Functional statements for streamlined organizations in the field will be forwarded in the near future when all issues are resolved.


J. T. DOHERTY

Encl: (1) Streamlined HQ Functional Statements (draft)

Copy: G-CPA

**FUNCTIONAL STATEMENTS
(DRAFT)**

FOR

**STREAMLINED
HQ**

RESPONSIBILITIES OF ALL ORGANIZATIONAL COMPONENTS

There are certain fundamental responsibilities which are common to the heads of all components of organization. In order to simplify the statements of functional responsibilities contained in this manual, those responsibilities which are applicable to all components are listed below and do not appear in the individual functional statements for each component.

The leader of every organizational component is accountable for:

1. Incorporating quality management principles and practices in all activities.
2. Indoctrinating, supervising, coordinating and disciplining subordinate personnel. (Discipline shall include all legitimate and constructive action which promotes morale and efficiency among employees.)
3. Coordinating assigned functions with the functions of other organizational components.
4. Taking action on communications.
5. Consulting with and keeping stakeholders informed of activities and outcomes as appropriate.
6. Maintaining adequate records of information for immediate and future reference purposes and following records management procedures.
7. Preparing and/or processing special and routine reports.
8. Sponsoring, preparing and updating Coast Guard directives relative to assigned responsibilities.
9. Establishing and maintaining liaison with governmental and non-governmental organizations.
10. Discharging responsibilities prescribed by Coast Guard Regulations and other orders and directives issued by higher authority.
11. Monitoring and evaluating internal management processes and taking necessary action to remedy problems associated with work procedures, utilization of resources, grade/rank structure and delegation of authority.
12. Planning and developing the budget to improve current operations and achieve organizational outcomes defined by competent authority.
13. Measuring results and evaluating outcomes.

**SYSTEMS DIRECTORATE
(G-S)**

1. Mission. To provide systems support for Coast Guard missions. This includes command, control, communications, and computers, information systems, and engineering services. Specific support includes design, construction, maintenance, outfitting and alteration of systems, vessels, aircraft, aids to navigation, shore establishments, machinery, and utilities; and to administer a program of research and development responsive to the needs of the Service for new or improved systems, equipment, methods and procedures. [old G-E 1. & G-T 1. (amended)]

2. Functions. Under the general direction and supervision of the Commandant, Vice Commandant, and Chief of Staff, the Chief, Systems Directorate shall:

- a. Formulate, develop, coordinate, and direct Coast Guard plans, programs, and policies for command, control, communications, and computers (C4), information management, logistics, and engineering. [old G-E 2.a & G-T 2.b (amended)]
- b. Assure the effectiveness of the Systems Support Programs, including the design and execution of alterations, modifications, repairs, maintenance and outfitting of systems platforms, e.g., C4 systems, vessels, boats, aircraft, vehicles, aids to navigation, shore facilities, machinery, and utilities; and assure the adequacy of systems and engineering test and evaluation activities associated with those functions. [old G-E 2.b & G-T 2.d (amended)]
- c. In response to the requirements of other offices, direct, supervise, and coordinate the design, development, construction, test, evaluation, and operational deployment and demonstration (as applicable) of C4 systems, ships, boats and shore facilities having a conventional design and having a high probability of usefulness in the operational structure. [old G-E 2.c & G-T 2.h (amended)]
- d. Formulate, develop, coordinate, and direct Coast Guard plans and programs for research, development, test and evaluation responsive to long range objectives, approved requirements, stated goals and advancing technology. Plan and sponsor RDT&E efforts to provide cost effective C4 for the future. [old G-E 2.d & G-T 2.n (amended)]
- e. Determine basic plans, systems, methods, and procedures under which R&D activities are to be carried out; consider and make recommendations as to broad policies which should control these recommendations. [old G-E 2.e (amended)]
- f. Collaborate with the Chief of Staff and Deputy Chiefs of Staff generally, in matters relating to the overall C4, engineering and logistics activities of the Service and identify existing or potential problems within Coast Guard mission areas that are

G-CPP ROUTING SHEET
USE REVERSE IF NECESSARY

Document Number **CPP-1977**

11 Jan 96

ORIGINATOR

Q-H

SUBJECT

*Stand Up for the New
Civil Rights Organization*

SPECIAL ACTION

KEY CODES

A - ACTION I - INFORMATION C - COORDINATE R - REPLY
F - FILE S - SIGNATURE L - LATE M - MAIL

VC	ORDER	ATTENTION	PHONE	LOC	CODE	INIT	DATE
01	<i>1</i>	CAPT Blain BRINSON	X72356	CPP		<i>B</i>	<i>6/12</i>
03		Diane ROSS	X72355				
10		Jack BAER	X72354	CPP-SP			
17		Computer Workstation	X72365				
02	<i>2</i>	Barbara KRAUSE	X72367	CPPd/1		<i>BSK</i>	<i>6/12</i>
15		Myra GISSING	X72364				
16		CDR Ken KING	X72430				
11		Barbara MASON	X72363				
18		Cora McVEY	X76695				
13		Kathy SCOTT	X72360				
35	<i>3</i>	LCDR Steve TAYLOR	X72772				
		Christy HOINS	X72297			<i>H</i>	
		Mo MELTON	X72299				
20		CDR Mike LAPINSKI	X71137	CPP-2			
40		LCDR Jean BUTLER	X72296				
14		LT Tom FARRELL	X72361				
12		Kathleen GIBSON	X71124				
25		Richard NESLER	X71107				
22		Joyce PETERSON	X71139				
23		LCDR Paul Tingley	X71138				
		LCDR Tom GRAHAM	X70742				
		Maureen JORDAN	X72292				
		Yvonne HEFFNER	X70970				

COMMENTS:

Please draft response!

B

This is part of overall HQ functional statement process. Advise Mr. Calvert that we would handle as such. C/A 6/17

MILITARY AND CIVILIAN INTERNAL PROGRAMS DIRECTORATE

(G-HI)

Functions: Under the general direction and supervision of the Chief, Civil Rights, the Director, Military and Civilian Internal Programs Directorate shall:

- a. Develop, policies, programs, guidelines, procedures and initiatives to establish and maintain effective servicewide military and civilian affirmative action, equal opportunity and human relations awareness training programs for the Coast Guard.
- b. Monitor development of Coast Guard diversity management goals and objectives and provide oversight of servicewide efforts to achieve a diverse civilian and military workforce.
- c. Direct the Informal Discrimination Complaint Program as required by the Equal Employment Opportunity Commission and the DOT Director of Civil Rights to include coordination of the DOT Alternate Dispute Resolution System within the Coast Guard.
- d. Direct the Military Equal Opportunity and Civilian Equal Employment Opportunity Field Review Program to monitor, assess and report accomplishments and progress towards achieving the goals of the Military Affirmative Action Plan and the Affirmative Employment Program.
- e. Review plans, policies, directives, and guidelines promulgated by Headquarters directorates for adherence to federal equal opportunity policy, Commandant Instructions, executive orders, Departmental Directives, EEO case laws and other equal opportunity precepts as they affect Coast Guard civilian and military personnel and recommend corrective action as appropriate.
- f. Evaluate the status of Coast Guard Equal Opportunity, Human Relations Awareness, Civilian Affirmative Employment, Diversity Management and other affirmative action programs to identify problems and advise on developing plans of action, goals and milestones for improvement.
- g. Develop and coordinate servicewide training programs for Equal Opportunity, Human Relations Awareness and Sexual Harassment Prevention Programs.
- h. Direct the civilian Affirmative Employment and Special Emphasis Programs to include development, coordination and evaluation of programs consistent with Department of Transportation, Equal Employment Opportunity Commission and Office of Personnel Management guidelines.

provide guidance and advice to Coast Guard officials on external civil rights matters relating to wanton violation of individual civil rights in connection with housing discrimination, public accommodations, open access to local community social, religious educational institutions, etc.; coordinate and initiate corrective action within the framework of applicable civil rights laws and regulations.

j. Develop policies, procedures and guidelines for the Coast Guard Auxiliary Discrimination Complaint and Sexual Harassment Prevention Training Programs. Provide guidance and assistance to the Coast Guard Auxiliary to ensure effective implementation of program objectives.

k. Provide civil rights, equal opportunity and human relations technical assistance and program guidance to Coast Guard civil rights personnel, commanding officers, military members, civilian employees, and applicants for employment.

l. Conduct liaison with DOT, DoD, EEOC, OPM and external centers of influence (e.g., NAACP, IMAGE, ANSO, etc.) to coordinate military and civilian equal opportunity and diversity management programs and activities.

U.S. Department
of Transportation

United States
Coast Guard



Memorandum

Subject: STAND UP OF THE NEW CIVIL RIGHTS
ORGANIZATION

Date: 14 May 1996
5400

From: Chief, Civil Rights

Reply to: G-HE
Attn. of: T. Calvert
x76023

To: Chief of Staff

Ref: (a) Your memo of 3 May 96

1. This is in response to reference (a) regarding the administrative components for standing up the Civil Rights organization.

2. Enclosed, for your review, is this organization's Mission Statement and Functional Descriptions.

W.R. Somerville
W. R. SOMERVILLE

Encl: (1) G-H Mission Statement
(2) G-H Functional Descriptions

Copy: G-C
G-CRC

96-01048 120

Mission Statement
of Civil Rights

The mission of Civil Rights is to provide policy and oversight for Diversity Management, Equal Opportunity, Affirmative Action, and Human Relations Awareness Training; to provide support to field commands; to enforce all Civil Rights laws and statutes; and to provide consulting services to our internal and external customers in support of Coast Guard missions.

**CHIEF, CIVIL RIGHTS
(G-H)**

Functions: Under the general direction and supervision of the Commandant, the Chief, Civil Rights shall:

- a. Be the principal staff advisor to the Commandant on Civil Rights and equal opportunity matters to assure full and affirmative implementation of Civil Rights and equal opportunity precepts within the Coast Guard, within representing organizations, and in connection with recipients of Coast Guard sponsored Federal assistance.
- b. Be the Program Director for the Civil Rights Support Program.
- c. Be the Commandant's diversity policy advisor on matters relating to the development and oversight of diversity policy.
- d. Consistent with Departmental policies, programs, standards, and procedures, develop and recommend to the Commandant implementing policies and programs; and as authorized, issue implementing standards and procedures, to assure:
 - (1) Equal opportunity in internal Coast Guard employment practices (consistent with Executive Order; Public Law; and Equal Employment Opportunity Commission Regulations).
 - (2) All Coast Guard programs and activities affecting housing and urban development are administered in an affirmative manner to further the purpose of the fair housing provision of Title VIII of the Civil Rights Act of 1968.
 - (3) Assistance is provided, as required by the Departmental Director of Civil Rights, in processing complaints of discrimination.
 - (4) Advice and guidance on civil rights matters are provided to Coast Guard officials, grant applicants and organizations who administer Coast Guard assisted and conducted programs, projects and activities.
 - (5) Affirmative actions are taken to support total Federal equal opportunity programs.
- e. Serve as the Coast Guard Equal Employment Opportunity Officer (Title VII of the Civil Rights Act of 1964, as amended, 42 U. S. C. 2000e et seq. and Equal Employment Opportunity Commission Management Directive No. 110).

- f. Serve as the Coast Guard Title VI Coordinator (Title VI of the Civil Rights Act of 1964, Executive Order 11247 and regulations of the Department of Justice) coordinating with elements involved with Federally funded assistance projects.
- g. Serve as the Coast Guard Environmental Justice Coordinator (Executive Order No. 12898, Federal Actions to address Environmental Justice in Minority Populations and Low-income Populations) Coordination with other Coast Guard Program Directors and field Commanders.
- h. Serve as the Coast Guard Title IX Coordinator (Title IX of the Education Amendments Act of 1972, 20 U. S. C. 1681).
- i. Serve as the Coast Guard ADA Coordinator (The Americans with Disabilities Act of 1990, Public Law 101-336, 104 Statute 327, 42 U.S.C. 12101-121213).
- j. Serve as the Coast Guard Section 504 Coordinator (Section 504 of the Rehabilitation Act of 1973, as amended, 29 U. S. C. 791).
- k. Serve as Senior Coast Guard Official responsible for the Coast Guard Historically Black Colleges and Universities Program (Executive Order No. 12786, Historically Black Colleges and Universities).
- l. Serve as Senior Coast Guard Official responsible for the Coast Guard Hispanic Association of Colleges and Universities Program (Executive Order No 12729 Educational Excellence for Hispanic Americans and USCG/HACU Memorandum of Understanding).
- m. Serve as Senior Coast Guard Official responsible for the Coast Guard Partnership In Education program (COMDTINST 5350.22A, Coast Guard Partnership in Education: 2000).
- n. Evaluate implementation by Headquarters and field commands of approved policies, programs, standards and procedures.
- o. Conduct liaison with the Departmental Office of Civil Rights; Federal/State/Local Agencies; Civil rights organizations; minority organizations; and special interest groups; educational institutions; nonprofit organizations; and other centers of influence to coordinate Coast Guard civil rights programs and activities.

**EXTERNAL CIVIL RIGHTS COMPLIANCE AND OUTREACH
PROGRAMS DIRECTORATE
(G-HE)**

Functions: Under the general direction and supervision of the Chief, Civil Rights, the Director, External Civil Rights Compliance and Outreach Programs Directorate shall:

- a. Develop policies and programs for the National Recreational Boating Safety Financial Assistance Program (Title VI of the Civil Rights Act of 1964, DOT, 49 C.F.R. Part 21, DOJ, 28 C.F.R., Part 42, Subpart F, Executive Order 11764, and Section 504 of the Rehabilitation Act of 1973, as amended).
- b. Develop policies and programs to implement Executive Order 12898 (Federal Actions to Address Environmental Justice in Minority and Low-Income Populations).
- c. Accept, reject, investigate, and adjudicate external complaints of discrimination filed under the provisions of Title VI of the Civil Rights Act of 1964; Section 504 of the Rehabilitation Act of 1973; the Americans with Disabilities Act of 1990; and Environmental Justice (Executive Order 12898).
- d. Provide technical assistance on all matters relating to the Coast Guard's external civil rights compliance and outreach programs.
- e. Develop policies and programs to implement the Historically Black Colleges and Universities (HBCUs) and Hispanic Association of Colleges and Universities (HACUs) programs.
- f. Develop policies and programs to implement the Coast Guard's Partnership in Education Program.
- g. Conduct reviews to ensure compliance with civil rights laws.
- h. Evaluate the external civil rights compliance and outreach programs' posture and resources and initiate remedial measures as necessary.
- i. Conduct liaison with external agencies, non-profit organizations, special interest groups, and educational institutions to coordinate external civil rights compliance and outreach programs.

MILITARY AND CIVILIAN INTERNAL PROGRAMS DIRECTORATE

(G-HI)

Functions: Under the general direction and supervision of the Chief, Civil Rights, the Director, Military and Civilian Internal Programs Directorate shall:

- a. Develop, policies, programs, guidelines, procedures and initiatives to establish and maintain effective servicewide military and civilian affirmative action, equal opportunity and human relations awareness training programs for the Coast Guard.
- b. Monitor development of Coast Guard diversity management goals and objectives and provide oversight of servicewide efforts to achieve a diverse civilian and military workforce.
- c. Direct the Informal Discrimination Complaint Program as required by the Equal Employment Opportunity Commission and the DOT Director of Civil Rights to include coordination of the DOT Alternate Dispute Resolution System within the Coast Guard.
- d. Direct the Military Equal Opportunity and Civilian Equal Employment Opportunity Field Review Program to monitor, assess and report accomplishments and progress towards achieving the goals of the Military Affirmative Action Plan and the Affirmative Employment Program.
- e. Review plans, policies, directives, and guidelines promulgated by Headquarters directorates for adherence to federal equal opportunity policy, Commandant Instructions, executive orders, Departmental Directives, EEO case laws and other equal opportunity precepts as they affect Coast Guard civilian and military personnel and recommend corrective action as appropriate.
- f. Evaluate the status of Coast Guard Equal Opportunity, Human Relations Awareness, Civilian Affirmative Employment, Diversity Management and other affirmative action programs to identify problems and advise on developing plans of action, goals and milestones for improvement.
- g. Develop and coordinate servicewide training programs for Equal Opportunity, Human Relations Awareness and Sexual Harassment Prevention Programs.
- h. Direct the civilian Affirmative Employment and Special Emphasis Programs to include development, coordination and evaluation of programs consistent with Department of Transportation, Equal Employment Opportunity Commission and Office of Personnel Management guidelines.

i. Provide guidance and advice to Coast Guard officials on external civil rights matters relating to wanton violation of individual civil rights in connection with housing discrimination, public accommodations, open access to local community social, religious educational institutions, etc.; coordinate and initiate corrective action within the framework of applicable civil rights laws and regulations.

j. Develop policies, procedures and guidelines for the Coast Guard Auxiliary Discrimination Complaint and Sexual Harassment Prevention Training Programs. Provide guidance and assistance to the Coast Guard Auxiliary to ensure effective implementation of program objectives.

k. Provide civil rights, equal opportunity and human relations technical assistance and program guidance to Coast Guard civil rights personnel, commanding officers, military members, civilian employees, and applicants for employment.

l. Conduct liaison with DOT, DoD , EEOC, OPM and external centers of influence (e.g., NAACP, IMAGE, ANSO, etc.) to coordinate military and civilian equal opportunity and diversity management programs and activities.

Chief, Resource Management Staff

(G-H-1)

Functions: Under the general direction and supervision of the Chief, Civil Rights, the Chief, Resource Management Staff shall:

- a. Manage the Strategic Planning, Long Range Planning, Programming, Budgeting, Execution, and Evaluation System (SPPBEES). Develop policy, planning and budget documents, consistent with SPPBEES requirements, to staff, fund, and provide resources for the Civil Rights Program.
- b. Develop and manage the AFC-30 budget for the Civil Rights organization.
- c. Represent Civil Rights regarding IRM issues. Initiate and coordinate data needs analysis and strategic data planning for integrating information requirements and resources across all programs and Headquarters systems within the Civil Rights organization.
- d. Coordinate and provide assistance for the procurement of all information resources for the Civil Rights Directorates, including evaluating proposed new systems or utilities, or changes to existing systems, for compatibility, efficiency and adherence to Coast Guard-wide requirements for automated systems.
- e. Conduct and assist in technical, personnel, and management studies in support of Civil Rights programs. Perform in-depth evaluations of Civil Rights programs to assess program effectiveness and utilization of resources.
- f. Assist in coordinating programs with those of other Headquarters organizations, and work closely with them in planning, utilization and priority allocation where they have a common interest.
- g. Develop and coordinate special projects with other Chiefs or Directorates.
- h. Serve as liaison to Headquarters and field planning officers.

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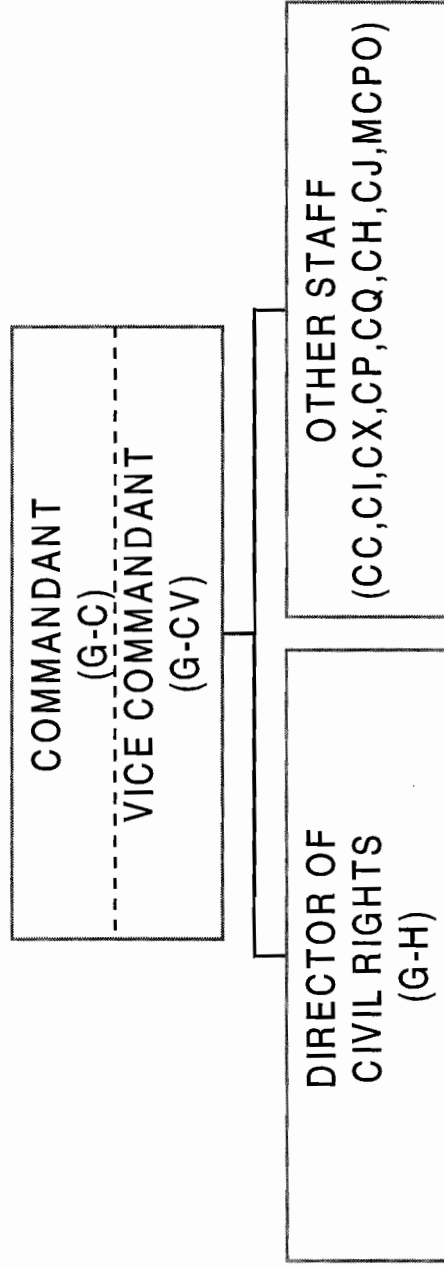
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COMMANDANT'S STAFF

(G-C)

COMMANDANT'S STAFF

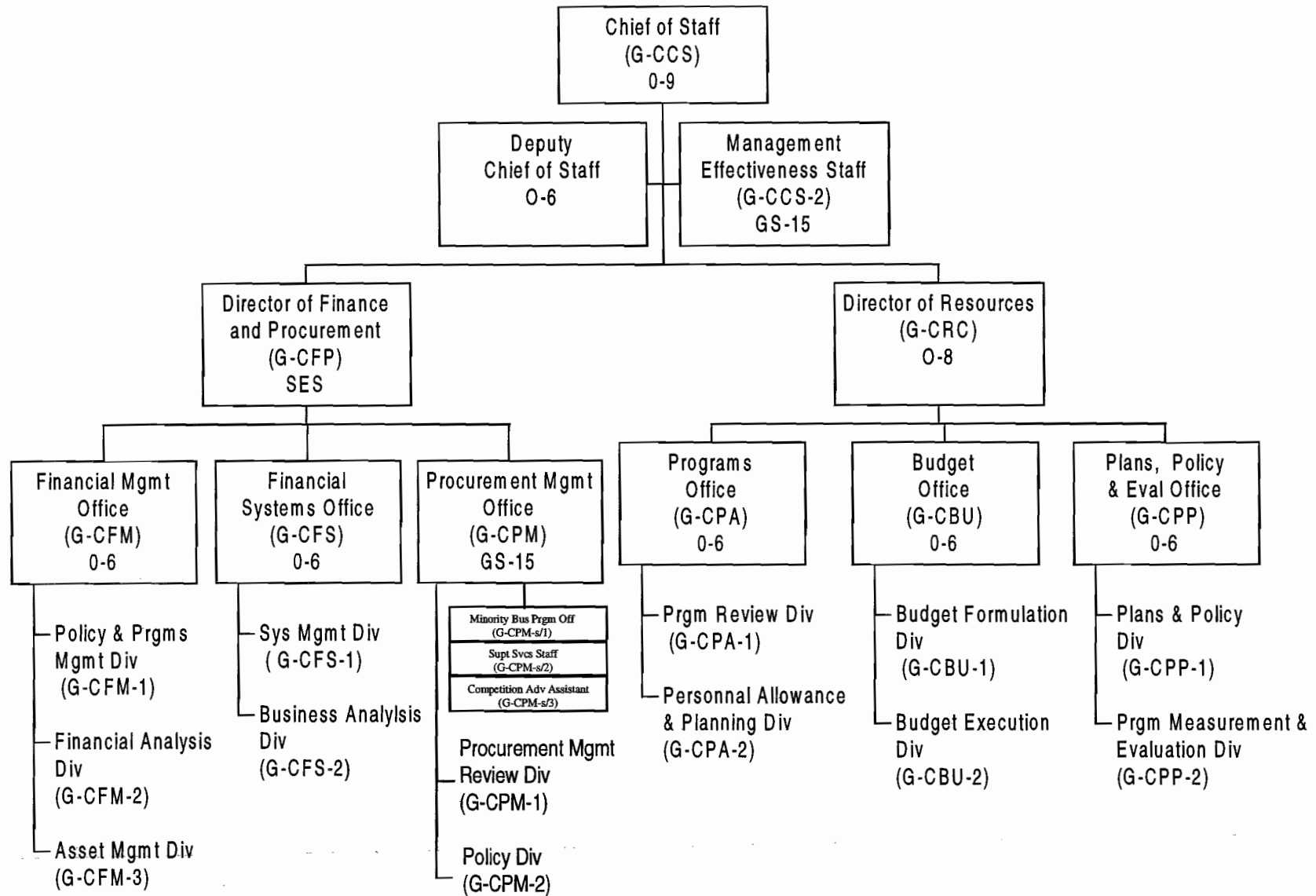


(Refer to current functional statements)

CHIEF OF STAFF

(G-CCS)

CHIEF OF STAFF



CHIEF OF STAFF (G-CCS)

1. **Mission.** To develop, coordinate, monitor, and control service policies and programs, with particular emphasis to resource management, general administration, financial and procurement management and organizational management activities.
2. **Functions.** Under the general direction of the Commandant and Vice Commandant, the Chief of Staff shall:
 - a. Advise and assist the Commandant and Vice Commandant in the general administration of the Service.
 - b. Keep the Commandant and Vice Commandant informed of the progress made in executing the policies and programs of the Service and the problems encountered. Act as principal Management Advisor and overall Resource Manager for the Service. Serve as member of the Senior Advisory Group (SAG) and other senior management forums as appropriate.
 - c. Have general responsibility for the initiation, development, and review of basic policies and programs for the Service and for the control, monitoring, and coordination of plans and activities evolving therefrom to ensure adherence to the policies approved by the Commandant.
 - d. Assure that the Chiefs of Offices and Area Commanders are kept fully informed as to the broad policies and programs approved by the Commandant.
 - e. Generally direct the activities of the Chiefs of Offices at Headquarters (except the Office of Civil Rights (G-H)), particularly with a view toward promoting and securing effective coordination: in the Headquarters staff; between Headquarters and the Area Commanders; between Headquarters and Headquarters units. Chair the Coordinating Councils. Chair the Headquarters Total Quality Management Executive Steering Committee (ESC). Chair the Office of the Chief of Staff Quality Management Board. Serve as a member of the Quality Management Council.
 - f. Oversee and administer the Planning, Programming, Budgeting and Evaluation System (PPBES) for the Service.
 - g. Generally direct the following program/resource related activities: (1) long-range and short-term planning; (2) program and mission evaluation; (3) budget development, presentation, and execution; (4) resource base management; (5) manpower allocation and evaluation; and (6) energy management.
 - h. Generally direct the Coast Guard's financial and procurement management programs and ensure responsiveness to departmental initiatives and requirements.
 - i. Generally direct the following general management activities: (1) the Coast Guard's responsiveness to external auditing elements such as DOT/IG and GAO and appropriate attention and action regarding audit results; (2) the review of management controls and monitoring of necessary corrective actions; (3) the review and establishment of organizational and functional structure.

- j. Serve as Commanding Officer of Headquarters.
- k. Exercise technical control over the Coast Guard National Pollution Funds Center.
- l. Serve as the Support Director for the General Administration Program.
- m. Act as the Designated Safety and Health Official of the Coast Guard.

**EXECUTIVE ASSISTANT
(G-CCS-1)**

1. **Mission.** To assist the Chief of Staff, as directed, in administration of the Office of the Chief of Staff.
2. **Functions.** Under the general supervision of the Chief of Staff, the Executive Assistant shall:
 - a. Review and monitor incoming initiatives. Take action on matters submitted to the Chief of Staff which do not require the personal attention of that officer and recommend a course of action when the Chief of Staff's review and/or approval is required.
 - b. Assist the Chief of Staff in directing Headquarters efforts through the promotion of effective coordination amongst all Headquarters elements. Provide leadership and guidance to the other Executive Assistants at Headquarters.
 - c. Assist the Chief of Staff in the administration of the Office of the Chief of Staff. Ensure that all Chief of Staff elements are kept informed of office initiatives and issues. Coordinate issues requiring interaction across the entire office.
 - d. Assist in the exercise of technical control over the headquarters units assigned to the Chief of Staff.

MANAGEMENT EFFECTIVENESS STAFF **(G-CCS-2)**

1. **Mission.** To directly advise and assist the Chief of Staff in the execution and oversight of Service-wide management responsibilities.
2. **Functions.** Under the general direction and supervision of the Chief of Staff, the Chief, Management Effectiveness Staff, shall:
 - a. Provide advice and decision-making support to the Chief of Staff and, upon request, the Commandant and Vice Commandant.
 - b. Provide direct support to the Chief of Staff in conjunction with various management forums as follows:
 - (1) Plan and coordinate all Flag Conferences. Oversee follow-up activities.
 - (2) Coordinate the activities and provide support services to the Coordinating Councils. Offer advice and recommendations to the Coordinating Councils.
 - (3) Attend DoT Administrative Management Council meetings, track and distribute information as appropriate.
 - (4) Help the Chief of Staff (or other Coast Guard representative) prepare for the Secretary's Management Council meetings with read ahead materials and briefings, as needed.
 - (5) Coordinate and facilitate meetings between the Chief of Staff and Deputy Chiefs of Staff.
 - c. Serve as the final review/clearance point for all directives requiring G-C/G-CV/G-CCS signature to ensure effective resolution of issues prior to top management attention.
 - d. Assist the Chief of Staff's Executive Assistant, as needed.
 - e. Establish policy, administer processes, and provide consulting services for external audit results. Provide liaison with Department of Transportation's Office of Inspector General, General Accounting Office, and other oversight organizations.
 - f. Assist and advise in strategic and tactical planning to ensure that information technology supports the Coast Guard's and the Chief of Staff's business processes. Advise and counsel all programs in acquiring and using information tools to support their activities. Network with external entities to ensure Coast Guard participation in developing and using Governmentwide initiatives.

DIRECTOR OF RESOURCES (G-CRC)

1. **Mission.** To direct the resource management activities of the Coast Guard relating to program planning, evaluation, programming and budgeting.
2. **Functions.** Under the general direction of the Chief of Staff, the Director of Resources shall:
 - a. Provide direction for the long range planning and policy generation processes and ensure the integration of the processes with the Commandant's strategic vision, goals and specific strategic policies.
 - b. Provide direction for the programming portion of the PPBES through the review and coordination of current and proposed program priorities including determinations related to appropriation expenditure and capital investments. Oversee manpower planning and allocation for the service. Direct the development and coordination of a resource base management process.
 - c. Prepare and defend the Coast Guard's annual budget submissions/requests to the Secretary of Transportation, the Office of Management and Budget and the Congress.
 - d. Direct the development and administration of the program performance evaluation process, including development of program measures, in support of the PPBES. Ensure necessary interaction and coordination with all PPBES components, especially the financial/business evaluation elements under the Director of Finance and Procurement.
 - e. Oversee the interoffice coordination of programmatic and program related budget issues. Provide recommendations on programmatic resource management issues to the Chief of Staff and Commandant based on various staff assessments including review and analysis of program planning, priorities, and objectives; capital investment issues; budgetary factors; cross-program considerations; resource allocation; program performance; and quality improvement initiatives.
 - f. Provide direction and oversight on all fourteen Coast Guard Appropriations and funds, including external reporting and execution requirements. Coordinate closely with the Director of Finance and Procurement as appropriate.
 - g. Manage execution of the Operating Expenses (OE) Appropriation, providing overall control of budget execution through Allotment Fund Code (AFC) managers, and allocating and adjusting OE resources across AFC's in accordance with the Operating Stage (OPSTAGE) Budget and subsequent Chief of Staff approved programming decisions. Coordinate this function with the Director of Finance and Procurement.
 - h. Manage execution of the Acquisition, Construction and Improvements (AC&I) Appropriation, providing overall control of budget execution through project managers, and allocating and adjusting AC&I resources in accordance with the OPSTAGE Budget and subsequent Chief of Staff approved programming decisions. Coordinate this function with the Director of Finance and Procurement.
 - i. Serve as the Coast Guard's energy manager. Initiate policy and oversee the coordination of all elements involved with energy management.

- j. Provide general management support for Coast Guard managers. (FROM CCS-2)
- k. Serve in an acting capacity during the absence of the Chief of Staff. (FROM CCSd)

BUDGET DIVISION (G-CBU)

1. **Mission.** To develop the budget estimates to properly reflect the financial requirements of the Coast Guard and to oversee the execution of the budget.
2. **Functions.** Under the general direction and supervision of the Director of Resources, the Chief, Budget Division shall:
 - a. Coordinate with Chief, Programs Division, to develop budget estimates for the annual budget submissions, assure that they properly reflect the financial requirements of the Coast Guard, and assist the Director of Resources in the presentation and defense of such estimates to the Office of the Secretary of Transportation (OST), the Office of Management and Budget (OMB) and the Congress.
 - b. Coordinate and review for each appropriation, the macro-level execution of all current year financial plans based on final Operating Stage funding levels; act on requests from Headquarters fund managers for modification(s).
 - c. Prepare operating stage financial plans and prepare requests for apportionment and reapportionment of funds including establishment and release of reserves.
 - d. Conduct special studies/analyses of the execution of financial plans and recommend reprogramming necessary for effective funds utilization.
 - e. Prepare budgetary reports as required by the Congress, OMB, OST and as may be required for internal administrative use.
 - f. Administer funds not specifically allotted to other components of organization, including Chief of Staff's Clearing Account-Allotment Fund Code (AFC)-40.
 - g. Coordinate all preparations and follow-up actions for Congressional hearings involving budget authorization or appropriations, and other hearings requiring the Commandant, Vice Commandant, Chief of Staff or Director of Resources to testify.
 - h. Provide input to Chief, Financial Management Division with regard to those portions of the Financial Resources Management Manual (COMDTINST M7100.3 series) in which the Budget Division has a role and/or an interest.
 - i. Manage the Operating Expenses (OE) Appropriation Service-wide for the Director of Resources. This includes establishment and execution of annual financial plans, allocation and adjustments of funds to AFC managers, and promulgation of general policies and procedures for OE administration and management.
 - j. Manage the Acquisition, Construction and Improvements (AC&I) Appropriation Service-wide for the Director of Resources. This includes establishment and execution of annual financial plans, allocation and adjustment of funds to project managers, and promulgation of general policies and procedures for AC&I administration and management. Budget, allocate and manage funds appropriated in the AC&I "Personnel and Related Support" category.

**BUDGET FORMULATION BRANCH
(G-CBU-1)**

1. Under the direction and supervision of the Chief, Budget Division, the Chief, Budget Formulation Branch shall:
 - a. Coordinate with the Program Review Branch, Programs Division, to translate policies, programs and priority lists into budget estimates for submission to the Office of the Secretary of Transportation (OST), the Office of Management and Budget (OMB), the Department of Justice (DoJ), Organized Crime Drug Enforcement Task Force (OCDETF), the Office of National Drug Control Policy (ONDCP) and the Congress.
 - b. Prepare all prescribed reports and all supporting and amplifying data for the OST Stage OMB Stage, Congressional Stage, ONDCP, and OCDETF budgets, as prescribed by OMB Circular A-11 and other official directives.
 - c. Prepare the Coast Guard's long range and current services budgets for presentation to OMB and the Congress.
 - d. Advise Chief, Budget Division in matters of budget formulation, including development of phased-time schedules for accomplishment.
 - e. Analyze selected pending legislation for Coast Guard impact.
 - f. Provide input to Chief, Financial Management Division with regard to those segments of the Financial Resources Management Manual (COMDTINST M7100.3 series) related to budget formulation.
 - g. Prepare Resource Change Proposals (RCPs) for annualizations, military and civilian personnel pay adjustments, and cost-of-living increases for all stages of the annual budget submissions.
 - h. Apply the program budget distribution for all applicable appropriations for presentation in the Congressional Stage budget, the Administration's Annual Drug Requirements budget request, and the Coast Guard's Budget-In-Brief.
 - i. Prepare supplemental data (including BA and Outlay Baseline Data for budget estimating purposes) for OMB and Congressional Stage justifications.
 - j. Prepare the Coast Guard's Annual Budget-In-Brief.
 - k. Manage and operate all segments of the Coast Guard's portion of the President's electronic/on-line Budget Preparation System (BPS).

FROM G-CBU-2:

1. Prepare the Program Budget distribution of all applicable appropriations and maintain program percentage trend charts for use in various budget and related documents and briefs.

BUDGET EXECUTION BRANCH
(G-CBU-2)

1. Under the direction and supervision of the Chief, Budget Division, the Chief, Budget Execution Branch shall:
 - a. Perform the following functions, as appropriate, with respect to the Operating Expenses Appropriation; Acquisition, Construction, and Improvements Appropriation; Environmental Compliance and Restoration Appropriation; Alteration of Bridges Appropriation; Retired Pay Appropriation; Reserve Training Appropriation; Research, Development, Test, and Evaluation Appropriation; Boat Safety Account: Oil Spill Liability Trust Fund; Coastal Defense Augmentation Account; Coast Guard Yard Fund; Supply Fund; Gift Fund; and Miscellaneous Trust and Revolving Funds:
 - (1) Develop approved formal operating financial plans, including the tentative and final operating (OPSTAGE) budgets and OPSTAGE financial plans.
 - (2) Make formal requests to the Office of Management and Budget, via the Office of the Secretary of Transportation, for the apportionment of appropriations and for reapportionment when necessary.
 - (3) Submit prescribed reports on the management and status of appropriations, including quarterly outlay reports required by OMB Circular A-34.
 - (4) Provide as appropriate, guidance/advice to appropriation managers on externally-directed procedures, developed by OST, OMB and Congress, for ensuring that obligations and expenditures will not exceed the funds apportioned for any quarter (plus any unobligated funds carried over from the previous quarter or year).
 - (5) Ensure that any significant deviations from approved financial plans are justified, and that reprogramming of funds is accomplished in accordance with applicable laws, regulations and policy.
 - (6) Recommend actions to Chief, Budget Division in order to meet unprogrammed requirements.
 - b. Perform day-to-day management duties for macro-level execution of the Operating Expenses (OE) Appropriation. Coordinate with Allotment Fund Code (AFC) managers to develop recommendations on resource allocation and other OE budget execution issues.
 - c. Perform day-to-day management duties for execution of the Acquisition, Construction and Improvements (AC&I) Appropriation. Coordinate with project managers to develop recommendations on resource allocation and other AC&I budget execution issues.
 - d. Coordinate refunds with other Coast Guard appropriations and reimbursables with external agencies.
 - e. Administer Chief of Staff's Allotment Fund Code (AFC-40) and other funds not specifically allocated to other Headquarters staff elements.

- f. Coordinate the tracking of all reimbursable agreements for which the Coast Guard receives funds for goods or services provided. Coordinate distribution of reimbursable funds in the OPSTAGE budget, as well as during the course of the year as adjustments are made.
- g. Reserved.
- h. Using Program Budget, analyze facilities-based historical data to identify expenditures of budgetary resources by program for use by and at the request of various internal and external customers.
- i. Conduct various budget analyses on demand for, or as otherwise needed by Chief, Budget Division, Director of Resources, Chief of Staff and the Commandant.
- j. Provide input to Chief, Financial Management Division with regard to portions of the Financial Resources Management Manual (COMDTINST M7100.3 series) pertaining to budget execution.
- k. Coordinate preparations for annual appropriations and authorization hearings before the Congress, and other hearings requiring the Commandant, Vice Commandant, Chief of Staff or the Director of Resources to testify.
- l. Ensure the Chief of Staff and the Director of Resources are aware of all other hearings involving Coast Guard witnesses. Coordinate, as necessary, the administrative requirements.
- m. Review pertinent legislation and regulatory actions in terms of budgetary impact and application.
- n. Identify requirements for submission of nonrecurring reports to Congress. Make necessary notification to action offices, track the status of each report while in preparation, and coordinate the review and submission process.
- o. Maintain a legislative resource library for use by CRC and other Headquarters organizational elements.

PLANS, POLICY AND EVALUATION DIVISION (G-CPP)

1. **Mission.** To initiate, review, coordinate, and evaluate Coast Guard long-range plans and policies; qualitatively evaluate the execution of existing programs and long-range plans with a focus on goal attainment, resource utilization and assessment, and continuous improvements; and provide management oversight for portions of the program planning process and the measurement and evaluation process.
2. **Functions.** Under the general direction and supervision of the Director of Resources, the Chief, Plans, Policy and Evaluation Division shall:
 - a. Manage the long-range planning (beyond the fiscal year plus two) and policy generation processes; provide coordination and review at the Chief of Staff level or at levels requiring interaction among Headquarters offices and programs.
 - b. Evaluate program planning and policy issues and provide recommendations to the Director of Resources for the Chief of Staff and the Commandant. Provide general staff support to the Director of Resources for program planning and policy issues requiring coordination and review at the Chief of Staff level or at levels requiring interaction among Headquarters offices and programs.
 - c. Integrate the long-range planning and policy generation process with the Commandant's vision, goals and specific strategic policies and maintain close liaison with the Strategic Planning Staff.
 - d. Serve as the Chief of Staff's administrator and overseer for the Planning, Programming, Budgeting, and Evaluation System (PPBES). Make recommendations to promote effective interaction between the Chief of Staff elements within the PPBES and the coordination of related processes. Facilitate Chief of Staff directed enhancements to the PPBES.
 - e. Evaluate long-term impacts of internal and external events and studies that will affect the way the Coast Guard conducts business.
 - f. Review and monitor Coast Guard policies and plans to assure they are consistent with Coast Guard goals and evaluate measures to assess goal attainment. Integrate the results of evaluations and assessment into long-range planning activities and provide results to the Strategic Planning Staff (G-CX) for use in strategic planning activities.
 - g. Coordinate the preparation, review and updating of Facility Requirements, the Headquarters review of Planning Proposals and Comprehensive Plans, and Mission Analysis Reports. Chair the Planning Proposal Review Board and the Mission Analysis Review Board.
 - h. Develop and oversee the program performance evaluation process in support of the PPBES that enables the Coast Guard to appraise and measure the actual inputs, processes, outcomes and operational settings of one or more ongoing programs or policies for comparison with anticipated, assumed and/or desired results. Ensure necessary interaction and coordination with other PPBES elements, especially the Financial Systems Division, to support the program performance evaluation process.

- i. Develop measures for the overall evaluation process. Assist and provide guidance to program managers in developing appropriate measures of program performance.
- j. Support the decisionmaking process by using the portion of the performance evaluation process to qualitatively assess alignment between policies and programs, accomplishment of objectives and utilization of resources.
- k. Manage a process for tracking major Coast Guard studies of interest to the Commandant, Vice Commandant, Chief of Staff, Director of Resources, Coordinating Councils and the Headquarters Executive Steering Committee.
- l. Initiate, monitor, and review major analytical efforts and special studies within the Coast Guard. Conduct special studies and analyses as directed by Chief of Staff and the Director of Resources.
- m. Manage the initiation, monitoring and review of all Coordinating Council chartered Quality Action Team (QAT) initiatives. Coordinate and monitor the implementation of all approved Coordinating Council QAT initiatives.
- n. Coordinate ocean and marine policy for the Coast Guard.
- o. Coordinate and review quarterly Program Director's Key Issues.
- p. Manage the Operations Analysis, Public Administration, and Administrative Science Management post graduate programs.
- q. Serve as the Chief of Staff's Total Quality Management Coordinator for the Headquarters Executive Steering Committee.
- r. Provide office level representation for the Office of the Chief of Staff on the Research and Development (R&D) Project Development Board.
- s. Serve as the Coast Guard's energy manager. Recommend policy and manage the coordination of all elements involved with energy management and conservation.

THE FOLLOWING FUNCTIONS TRANSFER FROM G-CCS-2:

- t. Conduct and/or participate in research and management reviews/studies as directed by the Chief of Staff and Resource Director. Identify issues for top management concern and consideration and offer recommendations for further action.
- u. Assess Coast Guard management and organization conditions offering findings and recommendations to the Chief of Staff and Resource Director. Establish policy, serve as process owner and administrator, and provide consulting services in the Service-wide management areas of Coast Guard organization structure and reorganization, delegations of authority issues, Coast Guard Regulations, and management. Provide official input and information on management and organizational issues to the Coast Guard. Analyze and provide recommendations on reorganization proposals and, when appropriate, process proposals for approval.
- v. Develop policy guidance, and provide for the Management Accountability and Control Systems program (OMB Circular A-123).
- w. Manage the Coast Guard's input to the National Performance Review efforts.

- x. Provide decision-making support to the Chief of Staff through advice and recommendations based on research and analysis of:
 - (1) management control system issues
 - (2) internal staff assessments
 - (3) organization/reorganization issues
 - (4) general management matters

**PLANS AND POLICY BRANCH
(G-CPP-1)**

1. Under the direction and supervision of the Chief, Plans, Policy and Evaluation Division, the Chief, Plans and Policy Branch shall:
 - a. Manage the long-range planning and policy generation processes including review and evaluation of Coast Guard policies and long-range program plans to provide a coordinated approach for mission accomplishment and program assessment.
 - b. Represent the Director of Resources at all forums that review Coast Guard program planning and policy issues. Provide general staff support to the Director of Resources for program planning and policy issues requiring coordination and review at the Chief of Staff level or at levels requiring interaction among headquarters offices and programs.
 - c. Coordinate the identification, submission and review of initiatives placed in the Coast Guard Planning System.
 - d. Review and analyze existing programs, program alternatives and new program initiatives in order to assess long-range impact on the Coast Guard.
 - e. Review and prepare position and issue papers on current and anticipated policies and plans to assess their affect on long-range program policies and plans.
 - f. Assure that policy generation and long-range planning and programming processes are aligned with Coast Guard strategic planning. Maintain a close working relationship with the Strategic Planning Staff.
 - g. Coordinate the preparation, review and updating of Facility Requirements, the Headquarters review of Planning Proposals and Comprehensive Plans, and Mission Analysis Reports. Chair the Planning Proposal Review Board and the Mission Analysis Review Board in the absence of the Chief, Plans, Policy and Evaluation Division.
 - h. Review and analyze major analytical efforts and special studies for impact on the development and review of planning in the Coast Guard.
 - i. Review Mission Need Statements to ensure sound analysis and compliance with Departmental directives prior to major acquisitions. Review major systems designations for consistency with long-range plans and appropriate Departmental orders.
 - j. Conduct special studies and analyses as directed by the Chief, Plans, Policy and Evaluation Division (G-CPP).
 - k. Coordinate ocean and marine policy in support of both Coast Guard and National objectives. Serve as liaison with other Federal agencies and with the private sector in the area of ocean and marine policy and as Executive Secretariat to the Oceans Principals Group (OPG).
 - l. Analyze and propose major initiatives involving cross-functional program planning related to ongoing and future activities for submission as agenda items for Coordinating Council meetings.

- m. Prepare quarterly report of Program Director's Key Issues for the Commandant, coordinate responses dealing with that report and disseminate the report to senior managers.
- n. Manage the Operations Analysis, Public Administration and Administrative Science Management post graduate programs.
- o. Provide office level representation for the Office of the Chief of Staff on the Research and Development (R&D) Project Development Board in the absence of the Chief, Plans, Policy and Evaluation Division.

**PROGRAM MEASUREMENT AND EVALUATION BRANCH
(G-CPP-2)**

1. Under the direction and supervision of the Chief, Plans, Policy and Evaluation Division, the Chief, Program Measurement and Evaluation Branch shall:
 - a. Develop and administer the Coast Guard's program performance evaluation process in support of the PPBES elements, e.g. strategic planning, long range planning and programming documents and directions, issues and determinations, and results of studies and management initiatives. Coordinate closely with all PPBES elements, especially the Financial Systems Division.
 - b. Using the qualitative portion of the performance evaluation process:
 - (1) Identify opportunities for better utilization of resources.
 - (2) Prepare assessments of progress toward the achievement of established goals to support the PPBES process.
 - (3) Apprise senior managers and program directors of program discrepancies between current program emphasis and changes in Coast Guard customer needs, e.g. systems analysis, operations research and modeling.
 - (4) Review and evaluate quality and productivity initiatives, measurement systems and plans. Examine methods for making continuous improvements, including the need for standards and measures. Provide advice, including input(s) from the Programs Division, on development and implementation to program and management officials.
 - (5) Analyze long-range program activities for identifying potential quality and productivity initiatives for improvement within the Coast Guard. Coordinate analysis with the Programs Division and the Financial Systems Division.
 - (6) Review the long-range implications of resource allocation recommended by program managers for improving program efficiency and effectiveness, and implementing quality and productivity improvements. Coordinate results with the Programs Division.
 - (7) Monitor, track, analyze and evaluate quality, productivity and management studies and reviews conducted by others for long-range quality improvements.
 - c. Develop measures for the overall evaluation process. Assist and provide guidance to program managers in developing appropriate measures of program performance.
 - d. Review and recommend approval of program measures of goal accomplishment for Chief of Staff signature. Coordinate analysis with Chief of Staff and Director of Resources elements.
 - e. Oversee the implementation of recommendations resulting from major studies chartered by or of direct interest to the Commandant and the Chief of Staff. Work with Chief of Staff elements, Coordinating Councils and program managers in developing execution and monitoring plans for approved study recommendations.

- f. Develop and manage the process for ensuring the proper tracking of major Coast Guard studies of interest to the Commandant, Vice Commandant, Chief of Staff, Director of Resources and Coordinating Councils.
- g. Monitor progress of Coordinating Council chartered studies and QAT's in process and provide monthly status updates for inclusion on the agenda of Coordinating Council meetings.
- h. Conduct special studies and analyses as directed by the Chief, Plans, Policy and Evaluation Division.
- i. Recommend policy and manage the coordination of all elements involved with energy management and conservation.

**PROGRAMS DIVISION
(G-CPA)**

1. **Mission.** To review and coordinate current and proposed program priorities involving short term policies and issues, policy implementation and resource allocation in support of program planning and execution Coast Guard-wide.
2. **Functions.** Under the general direction and supervision of the Resource Director, the Chief, Programs Division shall:
 - a. For the period including the current fiscal year through fiscal year (+2), review and coordinate the planning and execution of current and proposed programs including the determination of Coast Guard priorities for resource allocation. Review current fiscal year operating expenses and capital investment priorities as they relate to programmatic issues when significant fallout funds become available.
 - b. Direct the programming portion of the PPBES, including the review of all prospective resource change proposals and their respective priorities for inclusion at the various stages of the budget process. Perform such analyses as required to ensure option of the best alternatives consistent with strategic and long-range planning.
 - c. Provide necessary annual planning factors to the field for budgetary development. Serve as Planning Coordinator for the Headquarters General Administration Program.
 - d. Coordinate with Chief, Budget Division to develop internally and defend externally the budget at each respective stage. Assist, Chief Budget Division, and be responsible for programmatic input for OST, OMB and Congressional stage budget inquiries.
 - e. Evaluate program initiatives and provide recommendations to the Director of Resources for Chief of Staff and Commandant. Provide general staff support to Director of Resources for programmatic and program related budget initiatives requiring interoffice coordination for Chief of Staff and Commandant.
 - f. Direct a resource base management process to identify program requirements and develop a basis for managing resources and improving program development and execution Coast Guard-wide. Ensure close coordination with all PPBES elements.
 - g. Establish and maintain military and civilian personnel allowances for all Coast Guard units according to overall statutory ceilings, fiscal limitations and staffing criteria. In conjunction, distribute and monitor full-time equivalent allowances and usage throughout the Coast Guard.
 - h. Coordinate the assignment of AC&I positions/billets to Headquarters, districts, MLCs, and units as required to effectively administer the AC&I program. Establish and maintain accurate records for coordinated control of all AC&I positions and billets.
 - i. Oversee the Coast Guard's workforce planning program, including establishment of staffing standards and criteria. Perform workforce planning oversight and validation with a view toward Coast Guard goals and objectives.
 - j. Provide IRM computer system support for the Commandant, Chief of Staff and attached elements.
 - k. Manage the MIT Sloan Management Science and Harvard Littauer Public Administration postgraduate programs.

**PROGRAM REVIEW BRANCH
(G-CPA-1)**

1. Under the direction and supervision of the Chief, Programs Division, the Chief Program Review Branch shall:
 - a. Review and coordinate as necessary the execution and planning of current and proposed programs to ensure consistency with program objectives, ongoing planning, and established priorities and policies, and compatibility with other programs.
 - b. Review proposed programmatic changes to approved operating and support facilities and resources (billet/position and adjustments, OFCOs, etc.) to ensure consistency and adherence to program plans and policies.
 - c. Coordinate with Chief, Budget Division, the development and preparation of each stage of the budget submission and answers to questions from higher authority which occur during each budget cycle.
 - d. Develop, coordinate, and distribute the necessary planning factors to the field for budgetary development.
 - e. Review all program Resource Change Proposals (RCPs) and recommend priorities and areas of emphasis at the various stages of the budget process to ensure adoption of the best alternatives which support long-range and strategic plans.
 - f. Represent the Director of Resources at all forums that review Coast Guard issues of programmatic policy and/or which affect program related budget issues. Provide general staff support to the Director of Resources for programmatic and related budget issues requiring interoffice coordination for Chief of Staff and Commandant. Serve as planning coordinator for the Headquarters General Administration Program.
 - g. Develop and maintain a resource base management process to identify program requirements and provide a basis for managing resources. Coordinate the use of this process to improve program development and execution Coast Guard-wide. Coordinate this process closely with all PPBES elements. In conjunction with this, regularly review the program structure of the Coast Guard looking near term toward (1) adjustments to facilitate management and analysis, and (2) clarification of objectives, output measures, and policies. Coordinate the results with the Plans, Policy and Evaluation Division.
 - h. Using the resource base management process:
 - (1) Review the analysis of the near-term implications of resource allocation recommended by program managers to (a) improve program efficiency/effectiveness, (b) identify opportunities for better use of resources, (c) and integrate them into the PPBE system. Coordinate the results with the Plans, Policy and Evaluation Division.
 - (2) Examine the need for program standards and measures. Coordinate analysis with Plans, Policy and Evaluation Division.
 - (3) Analyze near-term effects of quality improvements identified and recommended in studies and reviews conducted by others. Provide advice and input(s) to the Plans, Policy and Evaluation Division, on development and implementation.

**PERSONNEL ALLOWANCE AND PLANNING BRANCH
(G-CPA-2)**

1. Under the direction and supervision of the Chief, Programs Division, the Chief, Personnel Allowance and Planning Branch shall:
 - a. Maintain the Personnel Allowance (PAL) System (account for military and civilian personnel allowances for all Coast Guard units). Organize and make changes, perform periodic reconciliations to ensure inputs are correct, print PAL's monthly and distribute to field. Maintain historical records.
 - b. Review and perform staff work, recommend action, and draft Personnel Allowance Amendments (PAAs) on requests for changes to established personnel allowances. Requests may be in the form of Operating Facility Change Orders (OFCOs), RCPs, planning proposals, reorganizations, etc.
 - c. Distribute and track civilian FTE throughout the Coast Guard. Develop annual lapse rate calculations and distribute Employment Allocation Vouchers (EAVs) and letters. Prepare monthly FTE (civilian) reports. Coordinate reallocation of civilian FTE as necessary throughout the fiscal year. Maintain liaison with Coast Guard Headquarters Civilian Personnel, Area, MLC civilian personnel offices and the appropriate OMB/OST officials. Maintain the Personnel Resources (military and civilian) and Civilian Employment Ceilings Manual (COMDTINST M5312.13 series).
 - d. Assist program and support managers with staffing standards studies. Review all proposals and study results. Provide guidance/direction as needed during each study. Validate results and submit for approval. Maintain the Staffing Standards Manual (COMDTINST 5312.11 series).
 - e. Review and provide guidance for workforce validation studies performed by the Workforce Planning Division (G-PWP) to ensure compatibility with organizational goals and plans.
 - f. Provide planning oversight and analysis to include workforce structure measures of effectiveness such as sea/shore ratio and rating pyramids.
 - g. Provide standard terminal computer system support for the Commandant, Chief of Staff and attached elements. Manage hardware and software resources and updates. Provide minimum indoctrination regarding equipment usage.
 - h. Respond to all computer programming and software needs of the division and to those external queries which require computer generated information.
 - i. Act as control point of Operating Facility Change Orders (OFCOs).
 - j. Maintain and publish the Operating Facilities of the U.S. Coast Guard (COMDTINST M5540.2).
 - k. Maintain and publish the Enlisted Billet Manual (COMDTINST M5320.6 series) and the Commissioned and Warrant Officer Billet Manual (COMDTINST M5320.7 series).

**DIRECTOR OF FINANCE AND PROCUREMENT
(G-CFP)**

1. **Mission.** To direct the resource management activities of the Coast Guard relating to finance and procurement.
2. **Functions.** Under the general direction of the Chief of Staff, the Director of Finance and Procurement shall:
 - a. Serve as Chief Financial Officer (CFO) of the Coast Guard and Support Director for the Financial Management Program. As such:
 - (1) provide policy and direction for financial management personnel, programs, systems, activities, operations and reporting;
 - (2) ensure effective implementation of Departmental and Coast Guard financial management policy, procedures and internal controls;
 - (3) represent the Coast Guard as a member of the Departmental CFO Council; and
 - (4) report to the Departmental CFO, as appropriate, on financial management matters.
 - (5) Direct the provision of financial analysis procedures for the organization and the use of business analysis in support the SPPBEEs. Coordinate closely with the Director of Resources. Oversee the development and use of financial performance indicators to support evaluation of the Coast Guard's financial business.
 - b. Provide direction for the development, coordination and administration of the Coast Guard's procurement process. Oversee policy development and the review of all acquisition activities to assure compliance with applicable procurement laws, regulations and policies.
 - c. Serve as the Coast Guard Senior Competition Advocate and as the Head of Contracting Activity for designated commands.
 - d. Oversee the interoffice coordination of financial, business analysis and procurement issues. Provide recommendations on financial and procurement resource management issues to the Chief of Staff and Commandant based on various staff assessments including analysis of current year operating fund activities, spend plan reviews, assessments of financial and procurement management performance and other business analysis.
 - e. Exercise technical control over the Coast Guard Finance Center.
 - f. Manage the Coast Guard's annual Operating and Maintenance Fund (AFC-30) Allotment. Coordinate closely with the Director of Resources as appropriate.
 - g. Oversee the service-wide administration of grants management, personal property, mass transit benefits, government travel cards, gift acceptance and cash management.
 - h. Serve as appropriations manager for the Supply Fund and Gift Fund. (FROM G-ELM)

**FINANCIAL MANAGEMENT DIVISION
(G-CFM)**

1. **Mission.** Develop, maintain and evaluate broad policy and guidance related to financial management operations, personnel and training. Manage the Coast Guard's Operating and Maintenance Account (AFC-30) and designated asset management funds and activities. Provide analysis of current year activity to support the resource management decisions of the Service.
2. **Functions.** Under the general direction and supervision of the Director of Finance and Procurement, the Chief, Financial Management Division shall:
 - a. Plan, develop and administer the Coast Guard's financial management program (excluding those functions performed in the Financial Systems Division), including Headquarters and field financial management organization and staffing. Coordinate the SPPBEES process for the Director of Finance and Procurement.
 - b. Develop, issue and review, as necessary, financial management policy, directives and procedures.
 - c. Manage the military personnel system for the comptrollership postgraduate training and officer assignment processes. As appropriate, oversee civilian financial management training, education and staffing issues.
 - d. Provide guidance to field commands and Headquarters program managers regarding financial management training requirements.
 - e. Manage the annual Allotment Target Unit (ATU) budget process (formerly the CG-4144 process).
 - f. Manage the annual Operating and Maintenance Funds (AFC-30) allotment.
 - g. Conduct analyses of activity in all appropriations to determine the effectiveness of funds utilization and provide recommendations for alternate uses of funds to the Director of Finance and Procurement and also for use by the Chief of Staff and the Director of Resources. This includes results from the following:
 - (1) the management of the annual Headquarters Spending Plan process across Operating Expenses (OE) Allotment Fund Codes (AFCs).
 - (2) the management of the field spending plan process across Operating Expenses Allotment Fund Codes.
 - (3) the management of the spending plan process in appropriations other than the Operating Expenses appropriation.
 - (4) special studies as appropriate in all appropriations.
 - h. Provide funds control for all current and expired appropriations.
 - i. Serve as Gift Fund Manager.
 - j. Serve as Supply Fund Management Officer.

- j. Serve as the focal point for cash management issues (including travel advances and accounts receivable) across all appropriations. Manage the Imprest Fund, Authorized Certifying Officer (ACO), and Comptroller General liaison functions. Coordinate as appropriate with the General Law Division (G-LGL). Serve as the Coast Guard ACO regarding certification issues exclusive of pay and entitlements.
- k. Manage the Mass Transit Benefit program for the Coast Guard.
- l. Provide oversight for the Headquarters Working Capital fund account and OST reimbursements.
- m. Serve as the focal point for A-76 issues with emphasis on the analysis and addressing of field concerns regarding the adequacy of funds provided for existing A-76 contracts.
- n. Provide oversight for the Coast Guard's Personal Property Accountability (PPA) system, ensuring that the functions of accountability, utilization and disposal are effectively addressed. Serve as program manager for the Receivable Item Management (RIM) system.
- o. Serve as liaison with field ATUs, Headquarters program managers and external entities for all divisional responsibilities. Serve as the principal service representative on joint financial management committees.
- p. Manage the government travel card program.
- q. Operate the Automated Funds Transfer System (AFTS) across all appropriations.
- r. Provide oversight of disposal of cutter, aircraft, standard boats and other major assets involving personal property as appropriate.

POLICY AND PROGRAMS BRANCH
(G-CFM-1)

1. Under the direction and supervision of the Chief, Financial Management Division, the Chief, Policy and Programs Branch shall:
 - a. Develop, evaluate and implement, where necessary, Coast Guard-wide financial management policy for use by Headquarters program managers and the field.
 - b. Maintain the Comptroller Manual, Volume I, Accounting (COMDTINST M7300.4 series) and the Financial Resource Management Manual (FREMM), and all other financial management manuals that address cross functional topics that are not the responsibility of another specific element.
 - c. Advise Coast Guard management and affected program managers in financial policy matters.
 - d. Provide guidance to Headquarters staff, the Finance Center and field activities concerning appropriated fund use, appropriation principles and the propriety of related payments.
 - e. Monitor the impact of the Defense Business Operating Fund (DBOF) on the Coast Guard and promulgate/administer policy as necessary.
 - f. Determine the impact of legislative or regulatory changes on the financial management program and advise management as appropriate.
 - g. Serve as the Coast Guard's liaison with the Comptroller General of the United States for certification issues and related matters pertaining to the use of appropriated funds exclusive of pay and travel entitlements.
 - h. Examine and evaluate the organization, staffing and workload standard in financial offices in Headquarters and the field. Make recommendations for improvement as appropriate.
 - i. Examine the training needs for financial management personnel (civilian, officer, enlisted) throughout the Coast Guard. Design and implement training plans as appropriate. Coordinate with the G-P staff as necessary. Coordinate CFO conference and training programs.
 - j. Manage the military personnel system for the financial postgraduate education program. Serve as the slate manager for the officer assignment process. Develop standards for the financial management higher education program for civilians.
 - k. Coordinate the SPPBEES process for the Director of Finance and Procurement including responses to Congressional inquiries.
 - l. Coordinate publication of the CFO Newsletter.
 - m. Conduct studies/analyses of financial policies and programs.

**FINANCIAL MANAGEMENT BRANCH
(G-CFM-2)**

- 1. Under the direction and supervision of the Chief, Financial Management Division, the Chief, Financial Management Branch shall:**
 - a. Serve as the Coast Guard-wide manager of the Operating and Maintenance Fund Account (AFC-30).**
 - b. Conduct current year studies/analyses of OE cost and budget data for use by the Chief of Staff, Director of Finance and Procurement or Director of Resources to determine the effectiveness of funds utilization. Provide recommendations regarding alternative uses of funds and potential for funds reinvestment.**
 - c. Perform the annual analysis of headquarters program managers' spending plans across OE AFCs to determine the effectiveness of funds utilization. Analyze field spending plans across OE AFCs as necessary. Make recommendations regarding alternate uses of funds to Director of Finance and Procurement and also for use by the Chief of Staff and Director of Resources as appropriate.**
 - d. Conduct spend plan analyses for the cost and budget data in Appropriations other than OE (AC&I, EC&R, etc.) as requested by the Chief of Staff, Director of Finance and Procurement or Director of Resources to determine effectiveness of funds utilization. Provide recommendations regarding alternative uses of funds and potential for funds reinvestment.**
 - e. Manage the annual OE ATU Budget Process (formerly CG-4144s). Serve as the conduit for the receipt/distribution of annual field budget requests to/from Headquarters program managers. Manage the reclama process.**
 - f. Provide oversight regarding the Headquarters Working Capital Fund account and OST assessments. Conduct analyses of activity in these accounts as necessary to ensure effective funds utilization. Provide recommendations to senior management and Headquarters program managers regarding alternate uses of funds as appropriate.**
 - g. Analyze/address field concerns regarding the adequacy of funds provided for existing A-76 contracts. Coordinate with field ATUs and Headquarters program managers as necessary on A-76 issues.**
 - h. Assist G-CFM-3 as needed with budget vs. actual analyses. (new)**
 - i. Implement and maintain budget modes. (new)**
 - j. Provide figures for Program, Project, and Activities (PPA) for CG Budget input. (new)**

**ASSET MANAGEMENT BRANCH
(G-CFM-3)**

1. Under the direction and supervision of the Chief, Financial Management Division, the Chief, Asset Management Branch shall:
 - a. Provide oversight of the Imprest Funds. Establish policies and procedures as necessary to ensure effective use of the Coast Guard's Imprest Funds.
 - b. Provide oversight of and develop policies for the Authorized Certifying Officer program across all functional areas. Serve as the ACO regarding certification issues for supplies and services procurements.
 - c. Plan and develop policies and procedures so as to manage the Mass Transit Benefit program.
 - d. Provide oversight of Coast Guard cash management, including receivables, advances and the Coast Guard's travel charge card, Government Travel Services Account (transportation) and traveler's check programs. Coordinate the collection of travel advances from members pay, when necessary, with the Compensation Management Branch (G-PS-1) in the Office of Personnel and Training.
 - e. Develop policy and procedures for acquiring, utilizing and disposing of Coast Guard Personal Property. This encompasses: acceptance of gifts into the Coast Guard; acquisition of systems furniture; reports of survey; loan or donation of Coast Guard personal property; precious metal recovery; and seized or forfeited property.
 - f. Develop policy and procedures for the Coast Guard Personal Property Accountability (PPA) system. This encompasses the establishment of standards for the inclusion of property into the system; managing the automated personal property data base; providing oversight of linkages to accounting records; and developing and conducting training programs.
 - g. Manage the personal property compliance review program. Conduct compliance reviews and field site visits as necessary.
 - h. Coordinate disposal of cutters, aircraft, standard boats and other major assets involving personal property.
 - h. Implement the provisions of the Federal Property Management Regulations (FPMR) and DoT/DoD directives as they apply to Coast Guard personal property management functions. Coordinate Coast Guard requests for deviation to these regulations.
 - j. Coordinate the gift acceptance program.
 - k. Provide financial oversight of all accounts under the Supply Fund. Review operating results and financial data, and develop financial management policies as necessary to ensure the proper use of fiscal resources in these accounts. Coordinate with Supply Fund account managers as necessary.

- l. Analyze and evaluate Operating and Maintenance Funds (AFC-30) execution including actual performance versus budget. Initiate funds reallocation as required to maximize overall funds utilization. (From CFM-2)
- m. Manage the Gift fund. Develop policies and review operating results as necessary to ensure the proper management of these accounts.
- n. Develop and publish the policies and procedures for the use and management of the Coast Guard Supply Fund.
- o. Administer and manage the Supply Fund. This encompasses:
 - (1) Formulating and presenting the Supply Fund budget;
 - (2) Monitoring the Supply Fund cash flow from the U.S. Treasury.
 - (3) Managing Supply Account 83 (Operations and Maintenance) and Supply Account 85 (Fuel); and
 - (4) Receiving inputs of management data from G-P for Supply Account 81 (Clothing) and Supply Account 82 (Subsistence).
- p. Conduct costing of all operations across all AFCs in response to external and/or internal Coast Guard inquiries. (FROM G-CFM-2)
- q. Provide funds control for all appropriations. Ensure the level of funding is consistent between appropriations, apportionments, allotments and other administrative subdivisions of funds. Perform reconciliation of selected accounts as needed, and submit corrections as necessary. (FROM G-CFM-2)
- r. Analyze and forecast trends in the obligation of funds across all appropriations. Identify potential over/under obligation of funds, obligations exceeding apportionments, or potential carryover. Coordinate corrective action with other Chief of Staff divisions, Headquarters program managers, and field ATUs as necessary. (FROM G-CFM-2)
- s. Execute funds transfers for all appropriations. (new)

FINANCIAL SYSTEMS DIVISION (G-CFS)

1. **Mission.** Develop, coordinate and oversee financial systems and processes that support the financial and business management needs of Coast Guard managers and meet mandated requirements related to certification and reporting of Coast Guard's financial results and establishment of financial internal controls and financial performance indicators.
2. **Functions.** Under the general direction and supervision of the Director of Finance and Procurement, the Chief, Financial Systems Division shall:
 - a. Identify the internal and external financial management information needs of the Coast Guard. Use this data during the development of all financial management information systems and data bases.
 - b. Coordinate/monitor the development of integrated financial management, asset management and accounting systems throughout the Coast Guard. This includes identifying current system deficiencies and designing/implementing systems enhancements when necessary. Approve all new major financial systems and enhancements.
 - c. Manage/develop the Corporate Data Base in order to provide the data necessary for financial and programmatic analysis throughout the service. Chair the Corporate Data Base Advisory Group.
 - d. Provide Headquarters oversight for the Finance Center, and for the accounting functions at the Inventory Control Points.
 - e. Monitor the integrity of the Coast Guard's financial data. Initiate controls or corrective action when necessary/appropriate.
 - f. Provide technical direction/oversight to Headquarters Program Managers and Inventory Control Points with regards to their financial management systems, controls and data bases.
 - g. Develop, implement and maintain a satisfactory system of internal controls with regards to the Coast Guard's financial management, asset management and accounting systems including Section 4 activities. Report as required under the Federal Managers Financial Integrity Act.
 - h. Monitor and furnish input for external audit/review activities as they relate to Coast Guard accounting/financial systems. Coordinate all activity with the Management Effectiveness Staff (G-CCS-2).
 - i. Coordinate the development and auditing of the annual Financial Statements required by applicable statutes and regulations.
 - j. Monitor/coordinate the certification of Coast Guard-wide financial operating results with the Finance Center.
 - k. Establish Coast Guard-wide internal financial analyses procedures as necessary, to support the SPPBEES.

- l. In support of the SPPBEES, conduct in-depth, long term benefit/cost, return on investment (ROI) and major financial analyses/special studies of the Coast Guard's existing/planned allocation of resources and business activities. Provide input to Chief of Staff elements and impacted headquarters program managers on the results of these analyses as appropriate.
- m. As necessary, review the financial analyses in planning documents and special studies submitted to the Chief of Staff to ensure accuracy and the correct use of financial data. Provide input to Chief of Staff elements and impacted headquarters program managers on the results of these analyses as appropriate.
- n. Coordinate the development of financial measures of performance by headquarters program managers. Conduct analyses of actual performance relative to existing financial measures. Provide input to Chief of Staff elements and impacted headquarters program managers on the results of these analyses as appropriate.
- o. Conduct quantitative/business analyses regarding actual programmatic performance relative to programmatic measures of effectiveness. Provide input to the Programs Division, the Plans, Policy and Evaluation Division and the impacted headquarters program managers as appropriate.
- p. Develop cost accounting reports (standard rate development, user fees, annual unit cost reports, etc.) as required to ensure effective resource and business analysis.
- q. Respond to Congressional inquiries concerning financial management matters.
- r. Serve as the liaison with field ATUs, headquarters program managers and external entities for all divisional responsibilities. Serve as the principal service representative on joint financial systems/accounting committees.

**SYSTEMS MANAGEMENT BRANCH
(G-CFS-1)**

1. Under the direction and supervision of the Chief, Financial Systems Division, the Chief, Systems Management Branch shall:
 - a. Coordinate/monitor the development of new and enhancement of existing financial management, accounting, and asset management systems and subsystems to accommodate the changing financial management needs of the Coast Guard, incorporating new advancements in technology.
 - (1) LUFs. Coordinate enhancements of LUFs and development of successor systems. Provide functional expertise (business process and technical) to contractors during LUFs application conversion to SWSIII. Together with FINCEN, monitor user satisfaction.
 - (2) Corporate Data Base (CDB). Coordinate new development/enhancements to CDB. Provide field ATUs and headquarters program offices with access to CDB; monitor user satisfaction. Serve as COTR for all contract support services. Manage contractor technical support functions. Coordinate activities of the CDB Advisory Board.
 - (3) Automated Funds Transfer System. Coordinate new enhancements to AFTS (as applies to/across all appropriations). Export/expand use of AFTS to field ATUs and headquarters program offices; monitor user satisfaction. Serve as COTR for all contract support services. Manage contractor technical support functions.
 - (4) Financial Systems Training. Identify financial/accounting systems training needs Coast Guard-wide. Initiate budget adjustments as required to fund training needs. Coordinate activity with FINCEN, headquarters program managers and field training centers.
 - (5) FINCEN Budget/Staffing. Provide management oversight and guidance on all FINCEN budgetary and personnel staffing issues (budget/spend plans, RCP process, EAV process, etc.). Serve as headquarters point of contact for FINCEN issues, working with G-CPA, G-CBU, G-CFP and other headquarters program managers.
 - b. Serve as headquarters point of contact for DAFIS. Interact with OST and FINCEN in addressing DAFIS issues at the headquarters level.
 - c. Coordinate headquarters program office financial management system needs, including use of LUFs/DAFIS/CDB in headquarters. Guide/assist headquarters program managers in use of these systems.
 - d. Identify/monitor financial management, accounting and personal property information needs throughout the Coast Guard. Develop/maintain financial management information services. (e.g., DAFIS/CDB queries/reports) for G-CFP divisions.
 - e. Analyze/review the accounting data produced by FINCEN and the Inventory Control Points to ensure the quality and integrity of the data. Identify weaknesses/deficiencies and monitor follow-up actions by field units.

- f. Advance G-CFS/G-CFP program interests through participation on key Quality Action Teams and Natural Working Groups within headquarters and at other locations throughout Coast Guard.
- c. Respond to Congressional inquiries concerning financial systems matters.

**BUSINESS ANALYSIS BRANCH
(G-CFS-2)**

- 1. Under the direction and supervision of the Chief, Financial Systems Division, the Chief, Business Analysis Branch shall:**
 - a. Oversee and coordinate with Headquarters program managers, other G-CCS divisions and, if necessary, field commands, the development of financial measures of performance which will be used by senior management and external entities to assess the efficiency with which the Coast Guard uses its financial resources.**
 - b. Participate in the development of program performance measures to ensure that such measures can be effectively used given existing and planned databases. Coordinate with the Plans, Policy and Evaluation Division (G-CPP).**
 - c. Prepare periodic reports for senior management comparing actual performance to desired standards for both fiscal and quantitative program performance measures.**
 - d. Develop in-depth cost accounting reports (standard rate development, user fees, annual unit cost reports, costs by object code, etc.) as needed to ensure effective resource allocation.**
 - e. In support of the SPPBEES, conduct in-depth, out-year financial analyses of the Coast Guard's allocation of fiscal and business assets as needed by senior management in order to identify efficiencies or possible improvements in effectiveness. Use current analytical techniques such as benefit/cost and return on investment analysis when performing such studies.**
 - f. Prepare and/or review all financial reports provided by the Coast Guard to external agencies, with particular attention on the annual reports required by the Chief Financial Officers Act of 1990, the Government Management Reform Act of 1994 and SPPBEES.**
 - g. In support of the SPPBEES, serve as the Coast Guard's focal point for establishing internal financial analysis procedures (including the use of discount rates, financial procedures impacting internal planning documents, etc.) and promulgate these procedures as necessary.**
 - h. Review the business/financial aspects of planning documents and special studies prepared/submitted from Headquarters program managers and field commands as necessary to ensure financial data is accurate, complete and properly utilized. Coordinate with other Chief of Staff elements as necessary.**
 - i. Monitor the weaknesses identified in audits conducted by external government agencies that pertain to accounting/financial systems in the Coast Guard. Track corrective actions and conduct follow-up analysis as necessary. Provide information and input to the Management Effectiveness Staff (G-CCS-2) as required.**
 - j. Provide data or information when requested, to assist Coast Guard elements in responding to external audits.**
 - i. Develop annual Standard Personnel Costs for AFC-30. (FROM G-CFM-2)**

**PROCUREMENT MANAGEMENT DIVISION
(G-CPM)**

1. **Mission.** Develop, coordinate and administer the Coast Guard procurement process, assuring compliance with applicable procurement laws, regulations and policies in all Coast Guard acquisition activities.
2. **Functions.** Under the general direction and supervision of the Director of Finance and Procurement, the Chief, Procurement Management Division shall:
 - a. Direct, coordinate, and perform as necessary, the review of all Coast Guard acquisition activities to assure efficiency and compliance with regulations and directives pertaining to the procurement process.
 - b. Serve as the independent review coordinator for all sprenegotiation memoranda and proposed contract awards meeting established thresholds.
 - c. Coordinate as appropriate with the Procurement Law Division (G-LPL) for functions involving interpretation, compliance, and implementation of laws, statutes and regulations relating to procurement activities.
 - d. Coordinate Coast Guard programs of small and minority business participation, labor surplus area acquisition, Buy-American Act compliance, equal employment opportunity compliance, Defense Allocation Allotment System and similar programs associated with acquisition.
 - e. Perform the functions required for management of the total Coast Guard procurement program, including compilation and review of statistical data, establishing standards of performance and training, and assist field personnel through policy and information in their procurement training needs and arranging for training of procurement personnel.
 - f. Coordinate Headquarters action of field acquisition matters such as bid mistakes, Determinations and Findings (D&Fs), Class Justifications, solicitation ombudsman, and Congressional inquiries.
 - g. Direct the activities of the Analysis & Evaluation Branch, the Program Support & Policy Branch, the Minority Business Program Officer and the Support Services Staff.
 - h. Provide staff support for the CG Senior Competition Advocate (G-CFP).
 - i. Develop, issue, control and review contracting policy, directives, and procedures.
 - j. Provide Coast Guard procurement activities and other procurement offices with advice on all matters relating to contracting. Serve as members on field procurement advisory councils.
 - k. Manage the Contracting Officer Warrant Program.
 - l. Serve as the point of contact with OST and other government agencies regarding procurement matters.

- m. Perform the functions necessary for the management of the Advance Procurement Planning Program for the Coast Guard.
- n. Serve as Coast Guard member of Department of Transportation Procurement Management Council.
- o. Coordinate and oversee the Coast Guard's activity with regards to Grants Management.
- p. Manage the Chief of Contracting Office (COCO) delegations and participate in the hiring selection process for civilian COCOs.
- q. Provide staff support for all activities and policies of the single CG Head of Contracting Activity (G-CFP).
- r. Serve as control and review point for directives and publications for procurement management.
- s. Manage the CG procurement automation system.
- t. Provide and disseminate training and career development opportunities for all CG contracting activities.

**MINORITY BUSINESS PROGRAM OFFICER
(G-CPM-S/1)**

1. Under the direction and supervision of the Chief, Procurement Management Division, the Minority Business Program Officer shall:
 - a. Establish policies and programs to govern acquisition actions in accordance with the Small Business Act. Conceive, develop and manage the Coast Guard total program. Study, analyze and resolve the most difficult and complex policy problems associated with minority acquisition activities.
 - b. Assist in the effective execution of the Minority Business Enterprise (MBE) Program. Develop and monitor implementation of nationwide policy for the Commandant. Serve as the primary business contact within the Coast Guard.
 - c. Insure that the Coast Guard is implementing the Small Business Act. Assure that Coast Guard contract opportunities are identified and communicated to disadvantaged businesses. Develop and arrange for publication of brochures and documents relating to opportunities for these businesses.
 - d. Serve as liaison regarding minority business activities with other Federal and state agencies and Congressional officers. Represent the Coast Guard at various MBE Program conferences and seminars.
 - e. Analyze contractor effectiveness in accomplishing the objectives of the Coast Guard Subcontracting Program.
 - f. Insure that inquiries from industry regarding Coast Guard acquisition activities are referred to the appropriate Small and Disadvantaged Business Specialist.

**SUPPORT SERVICES STAFF
(G-CPM-S/2)**

1. Under the direction and supervision of the Chief, Procurement Management Division, the Chief, Support Services Staff shall:
 - a. Develop and maintain the division budget.
 - b. Process and maintain all personnel actions.
 - c. Develop and maintain management information services for the division.
 - d. Track Congressional inquiries, Freedom of Information Act (FOIA) requests and other sensitive correspondence for field contracts.
 - e. Provide clerical support for the entire division.
 - f. Develop a training plan for the division and assist field commands in their procurement training needs.

- g. Serve as the program manager for the Contract Information System (CIS).
- h. Compiling and reviewing statistical data and prepared reports and preparing manuals.
 - i. Compile and prepare all procurement related reports.
 - j. Report data on Government Furnished Property on all Coast Guard activities.
 - k. Oversee Coast Guard input to the Contract Information System (CIS).
- l. Manage the Contracting Officer's Warrant Program by:
 - (1) Determining and maintaining warranting standards.
 - (2) Evaluating commercial and Government training courses.
 - (3) Issuing warrants for Contracting Officers for which the Procurement Management Division (G-CPM) is Head of Contracting Activity.
 - (4) Preparing warrants for Commandant signature for District Commanders and Heads of Contracting Activities.

**COMPETITION ADVOCATE ASSISTANT
(G-CPM-S/3)**

1. Under the direction of the Coast Guard Competition Advocate, and the general policy guidance of the Chief, Procurement Management Division, the Competition Advocate Assistant shall:
 - a. Review acquisitions, Coast Guard-wide, during the planning and presolicitation phases to ensure compliance with statutes, regulations and directives governing the Competition Advocate Program.
 - b. Develop and maintain Coast Guard-wide policy and procedures to ensure full and open competition to the maximum extent practicable.
 - c. Identify and recommend corrective action for any policies, practices or actions which have the effect of restricting competition.
 - d. Review all acquisitions that are planned to be awarded on the basis of other than full and open competition and recommend approval/disapproval to the Senior Competition Advocate and the Commandant.
 - e. Identify and report opportunities and actions taken, Coast Guard-wide, to achieve full and open competition.
 - f. Prepare all reports required by OST for input into the annual Competition Advocate report to Congress.
 - g. Review and recommend plans for increasing competition on a fiscal year basis.
 - h. Provide training to personnel involved in the acquisition process, including program managers and contracting personnel.
 - i. Provide guidance and oversight to Activity Competition Advocates at headquarters and field activities.
 - j. Interface with Competition Advocates in OST and other Government agencies.
 - k. Gather and review advance acquisition plans.
 - l. Select and challenge advance acquisition plans that identify other than full and open acquisitions.
 - m. Serve as the Coast Guard's solicitation ombudsman.

**ANALYSIS AND EVALUATION BRANCH
(G-CPM-1)**

- 1. Under the direction and supervision of the Chief, Procurement Management Division, the Chief, Procurement Management Review (PMR) Branch shall:**
 - a. Direct and coordinate the review of all Coast Guard acquisition activities to assure efficiency and compliance with statutes, regulations, directives and policies pertaining to the procurement process by:**
 - (1) Conducting periodic, recurring, on-site reviews of Headquarters and field contracting offices.**
 - (2) Preparing reports of findings and recommendations.**
 - (3) Resolving PMR findings.**
 - (4) Conducting follow-up visits of reviewed offices.**
 - (5) Briefing flag officers on PMR findings.**
 - b. Manage and provide oversight of the total Coast Guard procurement program by:**
 - (1) Compiling and analyzing data from PMR reports, studies, analyses, performance measurement reviews and other procurement reports to determine trends and potential problem areas.**
 - (2) Certifying the Coast Guard-wide procurement system.**
 - (3) Developing and implementing the Performance Measurement Program.**
 - (4) Providing support to the Competition Advocate Assistant and the Minority Business Program Officer.**
 - (5) Providing support in formulating procurement policies and procedures when appropriate to the Policy Branch (G-CPM-3).**
 - (6) Providing guidance to Coast Guard acquisition activities.**
 - c. Serve as point of contact with OST and other Government offices by:**
 - (1) Coordinating procurement related audits of Coast Guard activities.**
 - (2) Developing responses to procurement related DOTIG and GAO audit reports.**
 - (3) Developing responses to Congressional inquiries regarding field contracts and acquisitions.**
 - d. Initiate action on MLCs' and headquarters procurement matters pertaining to Congressionals inquiries, Freedom of Information Act (FOIA) requests, bid mistakes, wage violations, protests, Determination & Findings (D&F), negotiation memorandums and class justifications for other than full and open competition.**

- e. Review contract award documents from MLCs and Headquarters meeting established review thresholds to assure compliance with applicable laws and regulations.
- f. Prepare and disseminate changes to the Small Purchase Handbook and serve as program manager for the simplified acquisition program.
- g. Manage CG grants policy and procedures.
- h. Serve as CG procurement labor advisor.
- i. Publish the Procurement Electronic Newsletter (PEN).
- j. Review, evaluate and issue Level II contracting officer warrants.
- k. Initiate action on HQ and Headquarters units acquisition matters pertaining to congressional inquiries, Freedom of Information Act (FOIA) requests, bid mistakes, wage violations, determination & findings (D&Fs), negotiation memorandums and class justifications for other than full and open competition.
- l. Develop and conduct professional procurement training as required.

PROGRAM SUPPORT AND POLICY BRANCH
(G-CPM-2)

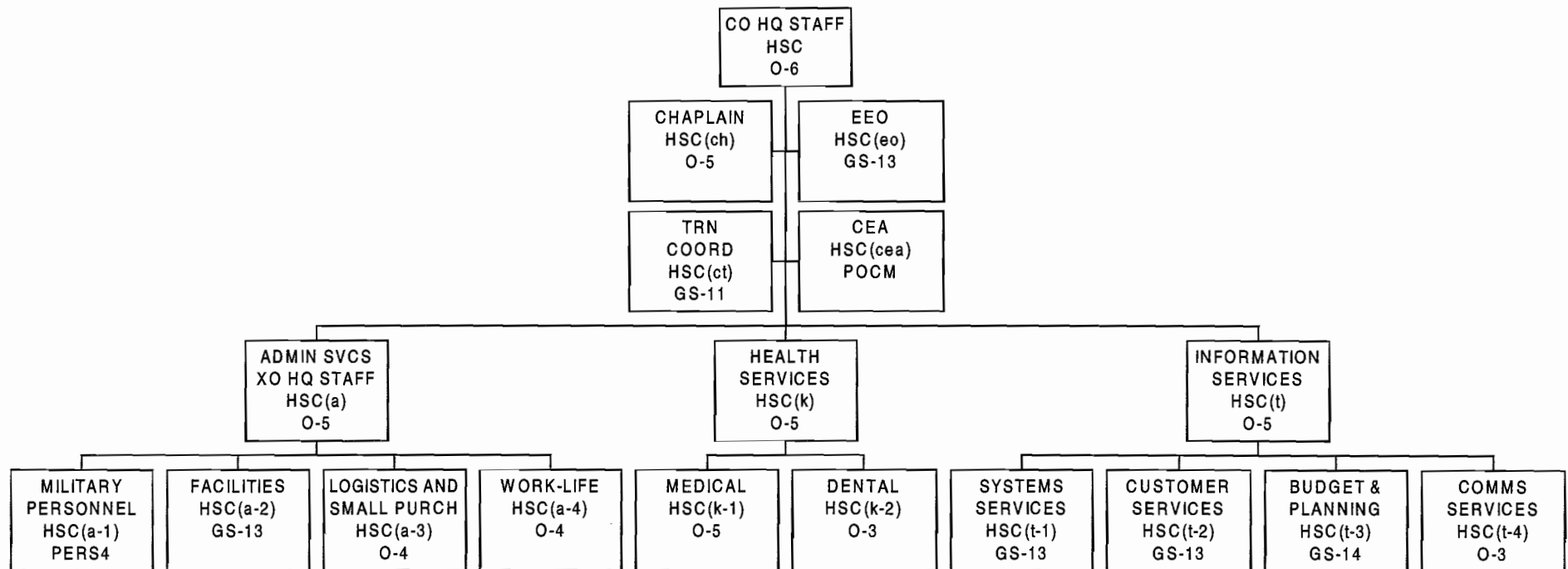
- 1.** Under the direction and supervision of the Chief, Procurement Management Division, the Chief, Program Support and Policy Branch shall:
 - a.** Manage the total Coast Guard procurement program by:
 - (1) Recommending, developing and issuing Coast Guard-wide contracting policies and procedures.
 - (2) Preparing and disseminating changes to the Coast Guard Acquisition Procedures (COMDTINST M4200.19 series), Procurement Information Manual (COMDTINST M4200.23), and other regulatory guidance as necessary.
 - (3) Identifying, investigating and resolving contracting problems.
 - (4) Providing guidance to Coast Guard acquisition activities.
 - b.** Review all Coast Guard acquisition activities for procurement matters by:
 - (1) Reviewing unsolicited proposals from field activities.
 - (2) Reviewing manuals, directives, and other periodicals from Coast Guard activities.
 - (3) Issuing suspensions and debarments of Coast Guard contractors in accordance with the Federal Acquisition Regulation (FAR).
 - (4) Assisting in conducting Procurement Management Reviews.
 - c.** Provide advice and guidance on procurement policy issues on request from all acquisition activities.
 - d.** Provide general support to Competition Advocate Assistant and Small and Disadvantaged Business Officer.
 - f.** Serve as point of contact with OST and other agencies by:
 - (1) Serving on inter and intra agency advisory boards and councils.
 - (2) Answering information inquiries regarding procurement from OST and other agencies.
 - g.** Provide answers to Congressional questions in preparation for and as a result of hearings that involve the Coast Guard contracting process.
 - h.** Review and comment on proposed legislation and Federal regulatory (e.g. FAR/TAR) changes affecting the Federal procurement process to ascertain potential impact on Coast Guard contracting procedures.

- i. Serve as a voting member on Source Evaluation Boards as required.
- j. Manage and evaluate innovative or pilot procurement programs, recommending policy changes when Coast Guard-wide implementation is feasible.
- k. Serve as the control, distribution and review coordination point for internal and external procurement related directives and publications.
- l. Serve as point of contact with the OST and other government agencies for procurement matters other than those performed by the Procurement Management Review Branch (G-CPM-1).
- m. Review prenegotiation and award documents from HQ and Headquarters units meeting established review thresholds to assure compliance with applicable laws and regulations.
- n. Manage CG Procurement automation CG-wide.
- o. Manage the CG Environmental Contracting program CG-wide.
- p. Manage innovative procurement waiver programs (e.g. abolish red tape in contracting).
- q. Manage the CG credit card (IMPAC) program.
- r. Interface with the field on procurement/finance issues.
- s. Manage the CG procurement integrity program.
- p. Manage the Chief of Contracting Officer (COCO) program.

HEADQUARTERS SUPPORT COMMAND

(G-CAS)

HEADQUARTERS SUPPORT COMMAND



**COMMAND HEADQUARTERS STAFF
(G-CHQ)**

1. **Mission.** To carry out unit command responsibilities for Coast Guard Headquarters and provide personnel, logistical, IRM, and administrative support services to Headquarters and selected Coast Guard units in the National Capital Area.
2. **Functions.** Under the general direction and supervision of the Commanding Officer, Coast Guard Headquarters (Chief of Staff), the Executive Officer, Coast Guard Headquarters shall:
 - a. Execute unit command responsibilities for Coast Guard Headquarters and administer personnel matters for personnel attached to Coast Guard Headquarters.
 - b. Serve as Commanding Officer, Headquarters Staff and administer military personnel matters for personnel attached to Coast Guard Headquarters. Headquarters Staff shall consist of all personnel assigned to Headquarters except flag officers and deputy office chiefs.
 - c. Detail members of the Headquarters staff to perform such additional duties as may be required to meet the needs of the unit or support satellite commands or callouts by Military District Washington (MDW).
 - d. Administer funds for logistics, IRM, and administrative support of Coast Guard Headquarters.
 - e. Coordinate Headquarters maintenance, space management, mail, telephone, IRM, transportation, parking, copying, printing and internal security matters and the provision of health services to DOT personnel with OST.
 - f. Supervise the procurement, storage, maintenance and movement of furniture and equipment within Headquarters.
 - g. Administer the Housing Administration, Information and Liaison (HAIL) program for the National Capital Area.
 - h. Provide fingerprinting services.
 - i. Issue identification cards to active, retired and reserve military personnel and dependents and Coast Guard civilian personnel. Issue classified material access level badges to personnel requiring access to the Coast Guard Headquarters Building.
 - j. Provide for the delivery of health services to Coast Guard personnel, their families and DOT civilian personnel.
 - k. Administer the Headquarters Records Management Program.
 - l. Serve as District Director for Mutual Assistance for the National Capital Area.
 - m. Administer the Headquarters motor pool.
 - n. Administer the headquarters blood donor program.

ENCLOSURE(4)

- o. Ensure that DOT and Coast Guard policy for telephone equipment (including facsimile machines) procurement and use is implemented for Headquarters.**
- p. Allocate space to various Headquarters offices and staffs, ensuring that applicable OST and GSA requirements and policies are followed.**
- q. Coordinate with DOD to provide transportation service, including household goods, unaccompanied baggage, mobile home and privately owned vehicles (POVs) to military and civilian personnel in the national Capital Area.**
- r. Provide freight traffic/transportation support and advice to Headquarters offices.**
- s. Administer the small purchase program for Headquarters.**
- t. Provide Coast Guard representation on the MDW Armed Forces Disciplinary Control Board.**
- u. Administer the Headquarters Coast Guardsman of the Quarter/Year program.**
- v. Administer the Headquarters equal opportunity, civil rights, diversity, Partners in Education, and special emphasis programs.**
- w. Administer the delivery of the Work-Life services throughout the assigned area of responsibility (AOR).**
- x. Provide Work-Life information to Coast Guard members, employees and their families, including direct and indirect referral and training.**
- y. Coordinate all funerals of active duty, retired members, dependents, and former service members in the National Capital Area at Arlington and Quantico National Cemeteries. Provide casualty call service for dependents in the National Capital Area as requested by Commander, Fifth Coast Guard District. For deaths of members assigned to Headquarters, coordinate the assignment of Casualty Assistance Coordinating Officer (CACO) with the deceased's division or office.**
- z. Administer the Headquarters Local Suggestion Office as part of the Coast Guard Idea Express program.**
- aa. Provide fitness center facilities and events for eligible personnel.**
- bb. Provide information services and technical support to Headquarters personnel.**

**ADMINISTRATIVE SERVICES DIVISION
(G-CHQ-A)**

1. **Mission.** To provide personnel, logistical and administrative support services to Headquarters and selected Coast Guard units in the National Capital Area.
2. **Functions.** Under the general direction and supervision of the Commanding Officer, Headquarters Staff, the Chief, Administrative Services Division (Executive Officer Headquarters Staff) shall:
 - a. Serve as Executive Officer, Coast Guard Headquarters Staff, executing unit command responsibilities for Coast Guard Headquarters and administering military personnel matters for personnel attached to Coast Guard Headquarters.
 - b. Administer funds for logistics and administrative support of Coast Guard Headquarters.
 - c. Coordinate Headquarters maintenance, space management, mail, telephone, transportation, parking, copying, printing and internal security matters and the provision of health services to DOT personnel with OST.
 - d. Supervise the procurement, storage, maintenance and movement of furniture and equipment within Headquarters.
 - e. Administer the Housing Administration, Information and Liaison (HAIL) program for the National Capital Area.
 - f. Provide fingerprinting services.
 - g. Issue identification cards to active, retired and reserve military personnel and dependents and Coast Guard civilian personnel. Issue classified material access level badges to personnel requiring access to the Coast Guard Headquarters Building.
 - h. Administer the Headquarters Records Management Program.
 - i. Administer the Headquarters motor pool.
 - j. Administer the headquarters blood donor program.
 - k. Allocate space to various Headquarters offices and staffs, ensuring that applicable OST and GSA requirements and policies are followed.
 - l. Coordinate with DOD to provide transportation service, including household goods, unaccompanied baggage, mobile home and privately owned vehicles (POVs) to military and civilian personnel in the national Capital Area.
 - m. Provide freight traffic/transportation support and advice to Headquarters offices.
 - n. Administer the small purchase program for Headquarters.
 - o. Administer the Headquarters Coast Guardsman of the Quarter/Year program.
 - p. Administer the delivery of the Work-Life services throughout the assigned area of responsibility (AOR).

- q. Provide Work-Life information to Coast Guard members, employees and their families, including direct and indirect referral and training.
- r. Coordinate all funeral of active duty, retired members, dependents, and former service members in the National Capital Area at Arlington and Quantico National Cemeteries. Provide casualty call service for dependents in the National Capital Area as requested by Commander, Fifth Coast Guard District. For deaths of members assigned to Headquarters, coordinate the assignment of Casualty Assistance Coordinating Officer (CACO) with the deceased's division or office.
- s. Provide fitness center facilities and events for eligible personnel.

**MILITARY PERSONNEL BRANCH
(G-CHQ-A/1)**

1. Under the direction and supervision of the Chief, Administrative Services Division, the Chief, Military Personnel Branch, shall:
 - a. Operate Personnel Reporting Unit (PERSRU) Washington, D.C., which shall execute the following duties for all personnel assigned to National Capital Area (NCA) commands (NCA commands include: Headquarters, National Pollution Funds Center, Air Station Washington, Intelligence Coordination Center, Military Personnel Command, Marine Safety Center), members on detached duty as required, and prisoners and members on appellate leave:
 - (1) Maintain a system of personnel accountability and monitor transfers of all military personnel assigned to headquarters and commands within the NCA.
 - (2) Effect the separation, advancement, promotion, extension of enlistment and reenlistment of all military personnel assigned, as required.
 - (3) Maintain personal data records for all personnel assigned to headquarters and commands within the NCA.
 - (4) Maintain personal security records for assigned military personnel and issue access level identification badges.
 - (5) Insure the proper and accurate payment of active duty military personnel in accordance with Coast Guard policies and procedures. Provide for the maintenance of pay accounts and payment of Reserve members performing active duty. Ensure that existing regulations relative to pay matters are properly carried out.
 - (6) Service and answer all claims and questions concerning military pay, travel and shipment of household goods in conjunction with DOD.
 - (7) Prepare payment schedules, certify them for payment and provide liaison services with the Regional Disbursing Officer.
 - (8) Ensure that allotment action requests are prepared and forwarded for military members.
 - b. Perform the following functions for Coast Guard personnel assigned to Headquarters and to other NCA commands as requested.
 - (1) Act as Educational Services Officer, including making entries of all educational achievements in military personnel records; administer test and examinations to military personnel in Coast Guard, USAFI and other correspondence courses. Provide guidance necessary to select proper courses and assistance in obtaining enrollment.
 - (2) Administer Servicewide Examinations for advancement of enlisted personnel.
 - (3) Administer the off-duty tuition assistance program.

- (4) Administer and monitor the Weight Control Program.
 - (5) Prepare and control the issuance of necessary military, dependent and civilian personnel identification cards; provide fingerprinting services; and issue decals under the Coast Guard Vehicle Registration Program.
 - (6) Coordinate the random urinalysis testing program.
 - (7) As a participant in the DOD Personal Property Shipment and Storage Program, provide traffic management service for shipment and storage of personal property for all military and Coast Guard/Department of Defense civilian employees for the NCA.
 - (8) As a designated Personal Property Office, conduct HHG counselling and preparation of associated counselling documents of DOD and USCG personnel within the NCA.
 - (9) Conduct a minimum of 50 percent Quality Control Inspection of personal property shipments for Coast Guard personnel.
 - (10) Provide materials and disseminate voting information.
- c. In addition to the functions listed above, administer the below personnel matters for all military personnel attached to Coast Guard Headquarters Staff.
- (1) Make office assignments for all enlisted personnel reporting to Headquarters and reassign as necessary to ensure effective utilization of personnel.
 - (2) Take corrective action on reports of indebtedness and/or overpayment of personnel.
 - (3) Act as Disability Separation Representative for Headquarters personnel. Serve as liaison between the Central Physical Evaluation Board and the Physical Disability Evaluation System (PDES) evaluatees. Monitor status of all required Disposition Medical Boards and unresolved PDES cases.
 - (4) Perform administrative review, and record completion of OER's submitted for Headquarters officers. Maintain a record of the rating chain for all Headquarters offices.
 - (5) Administer the Headquarters Coast Guardsman of the Quarter/Year Program.

FACILITIES BRANCH
(G-CHQ-A/2)

1. Under the direction and supervision of the Chief, Administrative Services Division, the Chief, Facilities Branch shall:
 - a. Coordinate repairs, maintenance and renovation of spaces within Coast Guard Headquarters with the applicable OST division.
 - b. Coordinate with OST and the Information Services Division all telephone service requirements for headquarters and all NCA Coast Guard units.
 - c. Allocate office space to headquarters components. Maintain records of space utilization. Ensure that all OST requirements and policies are followed.
 - d. Plan and administer the headquarters Records Management Program.
 - e. Ensure the Coast Guard Comprehensive Records Control Schedule is maintained current. Prepare and issue correspondence and instructions relative to the records disposal program for headquarters.
 - f. Compile, edit and publish the Register of Coast Guard Personnel in the Washington DC area. Review information on Coast Guard personnel published in the DOT telephone directory.
 - g. Operate a central information desk to answer telephone inquiries and assist visitors.
 - h. Maintain a system of control over records sent to or on loan from the National Archives and Federal Records Center.
 - i. Determine from phone billings which calls are personal/unofficial. Take action to collect amounts owed from the individuals. Monitor abuses of the phone system and bring to the attention of the Information Services Division.
 - j. Coordinate the Headquarters blood donor program.
 - k. Administer the headquarters security program, security clearances and inspections. Maintain responsibility for the security paper shredder. Maintain the ADT alarm system, exchange clearance information with other agencies.
 - l. Provide liaison with OST parking management. Coordinate parking for Coast Guard personnel and provide general guidance to Coast Guard personnel on parking matters.
 - m. Coordinate mail services for Coast Guard Headquarters including the operation of registered and certified mail distribution point.
 - n. Operate the Coast Guard Headquarters motorpool.
 - p. Oversee the operation of the Headquarters fitness center, supervise the director and coordinate fitness center programs.

LOGISTICS & SMALL PURCHASES BRANCH
(G-CHQ-A/3)

1. Under the direction and supervision of the Chief, Administrative Services Division, the Chief, Logistics & Small Purchases Branch shall:
 - a. Request procurement of, receive, store, maintain and issue office equipment and furniture; coordinate and supervise the movement of existing office furniture and equipment; furnish labor details and shipping and receiving services.
 - b. Coordinate shipping and messenger services for Coast Guard Headquarters. Develop, prepare and issue appropriate transportation documents, i.e., GBLs, MILSTAMP Transportation Control and Movement Documents, etc.
 - c. Determine proper freight descriptions and classifications.
 - d. Determine modes of transportation and carriers within a mode.
 - e. Develop and furnish route and rate data for headquarters offices when requested.
 - f. Coordinate and supervise the Coast Guard Headquarters Store for issuance of office supplies and forms.
 - g. Provide liaison with the Coast Guard Exchange, Cape May and Coast Guard Exchange Yorktown for their operation of NAFA satellite facilities at headquarters.
 - h. Provide budget and accounting service for the Chief of Staff, the division and assist other divisions in the Chief of Staff's office.
 - i. Maintain the Coast Guard Headquarters Morale fund accounts, issue morale loans and provide liaison with the Headquarters Morale Committee for their operation of the Morale Locker.
 - j. Serve as the authorized Contracting Officer for Coast Guard Headquarters, and, as such, has obligation authority for all procurements from commercial sources up to \$25,000. Has maximum authority for all contracts with the General Services Administration (GSA).
 - k. Direct headquarters acquisitions, including the purchase of all office supplies, rental equipment, leased housing training courses for both military and civilian personnel, electronics equipment, spare parts, word processing equipment, subscriptions and tuition reimbursements.
 - l. Monitor the performance of contractors, identifying those who are habitually delinquent and initiating appropriate action for termination or default of a contract.
 - m. Issue Military Standard Requisitioning and Issue Procedures (MILSTRIP) requisitions and Military Interagency Procurement Request (MIPR) to acquire material and services from the other armed services, GSA or other government sources.

**NATIONAL CAPITAL AREA WORK-LIFE BRANCH
(G-CHQ-A/4)**

1. Under the direction and supervision of the Chief, Administrative Services Division, the Chief, NCA Work-Life Branch shall:
 - a. Provide Work-Life information to Coast Guard members, employees and their families, including direct and indirect referral and training.
 - b. Establish and maintain a standardized infrastructure for delivering Work-Life services throughout the area of responsibility (AOR).
 - c. Create and aggressively advertise a network of individuals and organizations both willing and able to provide support, consistent with the goals and objectives of the Coast Guard, for employees and their families.
 - d. Actively promote and market the Work-Life philosophy and services.
 - e. Continually assess current future Work-Life needs of Coast Guard members, employees and their families within the AOR.
 - f. Evaluate the service delivery system and recommend, through program managers, changes to the delivery system that enhance customer service and improve system efficiency.
 - g. Develop and maintain Critical Incident Stress Intervention Support (CRISIS) contingency plans.
 - h. Provide housing referral services for all military personnel permanently or temporarily assigned to Coast Guard units in the NCA; administer the Leased Housing Program for the NCA, and conduct interim and scheduled inspections on all leased housing.
 - i. Provide information on available housing and make available to all military personnel specific data on suitable housing.
 - j. Maintain listings on nondiscriminatory rental housing units available for purchase and a separate listing of housing facilities to which sanctions have been applied. Establish procedures to ensure that military personnel do not obtain unsanctioned housing.
 - k. Establish and maintain contact with apartment owners, real estate agents, and other sources to secure the maximum number of listings of properties suitable for occupancy within the commuting area.
 - l. Establish and maintain liaison with the other Armed Forces Housing Offices in the local area and extend full cooperation in the exchange of housing information. Maintain liaison with other government agencies, e.g., VA and FHA, regarding the availability of housing assets to satisfy local housing needs.
 - m. Administer, monitor and control all Coast Guard housing surveys conducted in the NCA.
 - n. Provide housing information to uniformed members of the Department of Defense and to transferring employees of the Department of Transportation regarding vacancies,

desirable and undesirable locations, community support and other data as may be available.

- o. Coordinate all funerals of active duty, retired members, dependents, and former service members in the National Capital Area at Arlington and Quantico National Cemeteries. This shall include, but is not limited to transportation arrangements, ceremonial honors, floral tributes, and dissemination of funeral plans to senior officers retired in the NCA.
- p. Coordinate the ceremony arrangements for members retiring from Coast Guard Headquarters in accordance with the wishes of the retiring member and current policies.
- q. Maintain an accurate list with brief narrative descriptions of benefits available to the survivors of both active duty and retiree deaths.
- r. Provide members separating from the service with information which will assist them in the transition from military to civilian life. Collect and disseminate military career information materials, supplies and resources to appropriate recipients.
- s. Provide professional and timely reporting, intervention and case management of family violence related matters. Develop and disseminate accurate information to promote awareness and advocate prevention of family violence. Develop and disseminate a referral system to assist and treat victims of family violence.
- t. Distribute Employee Assistance Program (EAP) literature and training aids. Promote, advertise and advocate use of the EAP program by eligible people who could benefit from the program.
- u. Plan, develop and administer a wellness program. Prepare, procure and distribute educational and promotional materials on wellness to units and members in the National Capital Area.
- v. Provide positive marketing, awareness and distribution of information and resources for child care, elder care, adoption reimbursement, and special needs to units and members in the NCA.
- w. Collect, maintain and provide relocation assistance information and resources to members being transferred into the NCA.

MEDICAL SERVICES DIVISION (G-CHQ-K)

Mission. To provide quality medical and dental care to military members in the National Capital area, and, as resources allow, to eligible dependents and civilian personnel.

- 1. Functions.** Under the direction and supervision of the Commanding Officer, Headquarters Staff, Chief, Medical Services Division shall:
 - a.** Operate a medical and dental Coast Guard Headquarters Clinic at DOT Headquarters (Nassif Building) and a branch health unit at the Coast Guard Headquarters Building for eligible military and civilian personnel.
 - b.** Provide health benefits and CHAMPUS advisory services for personnel assigned to Coast Guard Headquarters or personnel utilizing the clinics.
 - c.** Supervise the overall delivery of health care to include diagnosis, screening, counseling, therapy, follow-up and dental care to eligible beneficiaries.
 - d.** Conduct Medical Boards as required on active duty personnel.
 - e.** Maintain a pharmacy adequate to the needs of the beneficiary population and ensure its proper functioning.
 - f.** Maintain adequate facilities to perform physical examinations, including civilian employment, Occupational Medicine monitoring, routine military, enlistment, retirement, flight and diving exams consistent with existing directives.
 - g.** Provide medical advice/expertise and health education programs to Coast Guard Headquarters personnel and DOT staff, as required.
 - h.** Provide medical expertise to Physical Evaluation Boards, as required.
 - i.** Arrange for secondary and tertiary care for the Coast Guard beneficiaries, as required, and provide essential follow-up to assure continuity of care.
 - j.** Perform other medical/military duties as required by the Chief, Headquarters Command and Support Division, including in-service education training programs to assure uniformity and quality of care,
 - k.** Maintain the medical records for headquarters military personnel, military dependents and DOT civilian personnel utilizing the clinic.
 - l.** Coordinate the Command Drug and Alcohol Program for Coast Guard Headquarters.

**INFORMATION SERVICES DIVISION
(G-CHQ-T)**

Submitted under separate cover. See G-T letter 5000 dated 8 February 1995.

**COMMAND HEADQUARTERS STAFF EQUAL OPPORTUNITY OFFICER
(G-CHQ-EO)**

1. **Mission.** Administer, coordinate and assure implementation of the Headquarters equal opportunity and civil rights programs.
2. **Functions.** Under the direction and supervision of the Commanding Officer, Coast Guard Headquarters Staff, the Headquarters Equal Opportunity Officer shall:
 - a. Plan direct and execute the equal employment opportunity (EEO) and military equal opportunity (EO) program at Headquarters. The EEO program includes all civilian personnel at headquarters, the Coast Guard Navigation Center (NAVCEN), the Intelligence Coordination Center (ICC), Marine Safety Center (MSC) and the Telecommunications and Information Systems Command (TISCOM). The EO program includes all military personnel at headquarters, NAVCEN, ICC, MSC, TISCOM, Martinsburg, and Air Station Washington.
 - b. Manage the EEO Counselor, Military Equal Opportunity Rights Counselor and Special Emphasis Programs at headquarters, including:
 - (1) Recommending personnel for appointment;
 - (2) Arranging for training for collateral duty program support staff; and
 - (3) Providing advice, guidance and direction to collateral duty support staff.
 - c. Manage the civilian and military discrimination complaint systems in accordance with applicable laws, rules and regulation and in conformity with departmental and Commandant (G-H) policies, programs, standards and procedures.
 - d. Provide for equal opportunity awareness training.
 - e. Review proposed changes in headquarters policies procedures and organizations to determine their impact on equal opportunity and advise the Commanding Officer, Coast Guard Headquarters (Chief of Staff) on any adverse effects.
 - f. Formulate and ensure the dissemination of policy issuances regarding the administration of the headquarters civilian EEO and military EO programs.
 - g. Advise and consult with the Commanding Officer, Coast Guard Headquarters (Chief of Staff), Commanding Officer, Coast Guard Headquarters Staff, key management officials of the command and collateral duty program support staff concerning the full range of equal opportunity matters, with emphasis on problem identification and problem solving strategies to further the command's implementation of the Commandant's policy and goal for equal opportunity.

**COMMAND HEADQUARTERS STAFF IDEA EXPRESS COORDINATOR
(G-CHQ-QU)**

1. **Mission.** To perform duties in support of the Idea Express Local Suggestion Office, develop local policies within Headquarters Staff to carry out the objectives of Idea Express, and act as quality advisor to the Commanding Officer.
2. **Functions.** Under the direction and supervision of the Commanding Officer, Coast Guard Headquarters Staff, the Headquarters Idea Express Coordinator shall:
 - a. Track and follow up on all suggestions that are originated with Headquarters and from small HQ units. Monitor the progress of suggestions from receipt through implementation.
 - b. Work with process owners to encourage expeditious evaluation of ideas and implementation.
 - c. Review suggestions to ensure eligibility and that they contribute to improved productivity, efficiency, economy, or effectiveness of Coast Guard or Federal Government operations.
 - d. Manage, plan and promote a program designed to stimulate interest and participation in the suggestion program.
 - e. Coordinate with Program Manager on Suggestion Awards Board matters pertaining to evaluation, review, and approval of suggestions and inventions that are of significant award amount to warrant higher evaluation/recommendation.
 - f. Act as the quality advisor to the Commanding Officer to encourage employee involvement and integration of quality practices into the Command's practices. Coordinate TQM activity within Command and act as facilitator as needed.

**COMMAND HEADQUARTERS STAFF CHAPLAIN
(G-CHQ-CH)**

1. **Mission.** To advise the Commanding Officer on religious and moral issues and to facilitate, coordinate, and execute religious ministries to meet the needs of Coast Guard personnel, their dependent family members, and other authorized DOD and civilian personnel assigned to Headquarters.
2. **Functions.** Under the direction and supervision of the Commanding Officer, Coast Guard Headquarters Staff, the Headquarters Chaplain shall:
 - a. Act as the principal advisor on religious and moral issues.
 - b. Maintain liaison with the Chaplain of the Coast Guard (G-CH) for coordination of ministries and to serve, as directed, as a deputy to the Chaplain of the Coast Guard.
 - c. Provide pastoral counseling and pastoral referral to appropriate counseling services.
 - d. Coordinate and organize periodic prayer breakfasts, religious study groups, special worship services, memorial observances, and other activities of the command religious program.
 - e. Provide a ministry of visitation to Headquarters units in the National Capital Area.
 - f. Develop a referral network and coordinate family-related ministries with the Work-Life Staff.
 - g. Sit on the Headquarters Family Advocacy Board.
 - h. Provide personal, marriage, and family enrichment programs such as retreats, stress management, and suicide prevention courses and grief and Critical Incident Stress disorder debriefing.
 - i. Provide invocations, benedictions, or other appropriate remarks for events such as changes of command, retirement ceremonies, and official social occasions.
 - j. Provide sacramental ministries such as weddings and funerals in accordance with the chaplains faith group endorsement and/or ordination tenants and doctrinal positions. For those whose needs cannot be so accommodated, provide pastoral referral to appropriate military or civilian clergy.
 - k. Submit an annual budget request for travel, consumable supplies and equipment.
 - l. Report quarterly on ministry to Commandant (G-CH).
 - m. Participate in the Naval District Washington casualty calls system when appropriate.

COMMAND ENLISTED ADVISOR
(Commandant/G-CHQ-CEA)

1. **Mission.** To advise and assist the Chief of Staff/Commanding Officer, Headquarters Staff in matters affecting the morale, work-life and general well-being of enlisted personnel and their families.
2. **Functions.** Under the general direction and supervision of the Chief of Staff (Commanding Officer, Coast Guard Headquarters), and the Commanding Officer, Headquarters Staff (Commanding Officer, Coast Guard Headquarters Staff), the Command Enlisted Advisor shall:
 - a. Remain informed concerning current personnel policies including pay and allowance, morale, welfare, housing, incentive programs, work-life programs, and human resource issues and serve as a source of information about them to individual Coast Guard personnel.
 - b. Communicate periodically with the Master Chief Petty Officer of the Coast Guard to provide input data and exchange ideas regarding all enlisted members.
 - c. Provide articles of interest to enlisted members by bulletins or newsletters addressing current enlisted programs, opportunities and policies.
 - d. Upon invitation, act as enlisted representative of the Chief of Staff/Commanding Officer, Headquarters Staff in community and civic functions for the Coast Guard District of Washington, and accompany the Chief of Staff/Commanding Officer, Headquarters Staff to official functions, inspections and ceremonies in which enlisted members are participating.
 - e. Upon invitation, act as the enlisted representative for the Master Chief Petty Officer of the Coast Guard in community, civic, and official functions and ceremonies for the Coast Guard District of Washington.
 - f. Upon invitation, act as the enlisted representative for the Master Chief Petty Officer of the Coast Guard in meetings, natural working groups, and quality action teams in which enlisted issues are discussed.
 - g. Interact with Military District of Washington counterparts and be the Coast Guard representative for joint meetings and functions.
 - h. Assist in ensuring that lines of communication, both written and oral, are available to all enlisted personnel of the command.

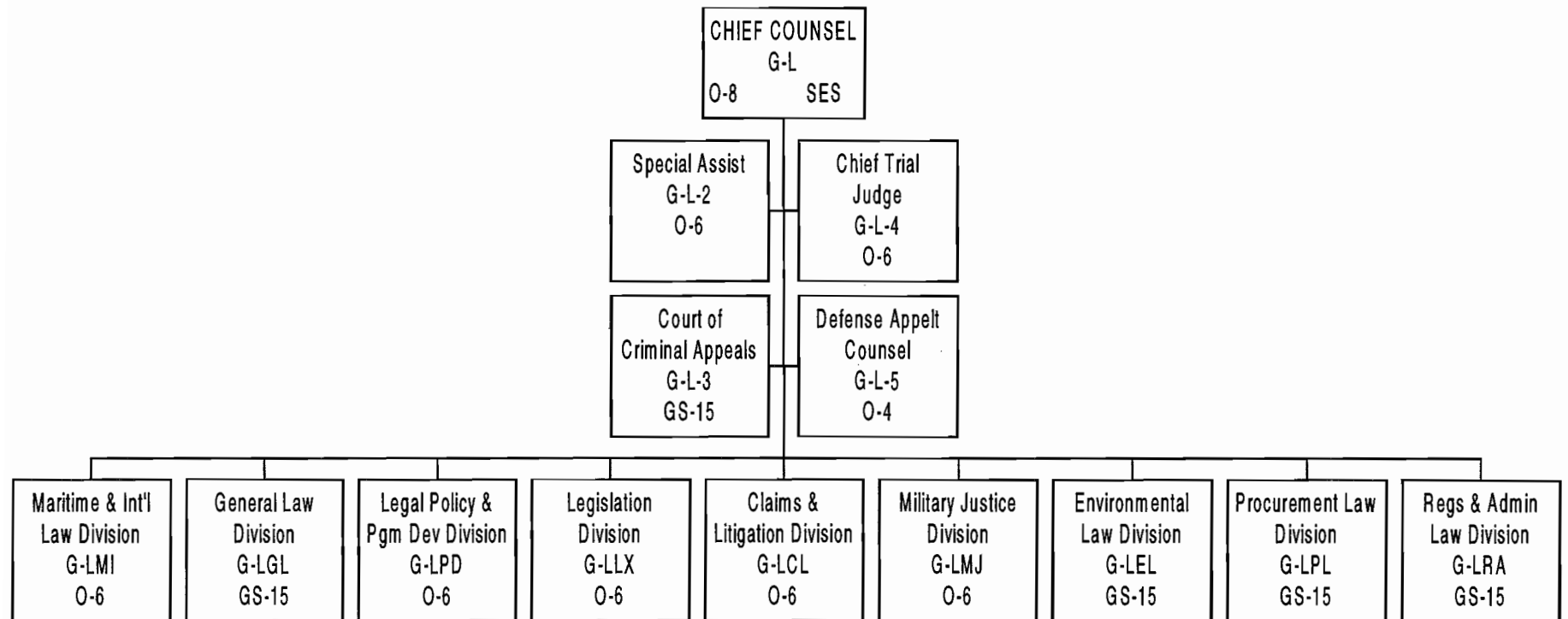
- i. Provide the Chief of Staff/Commanding Officer, Headquarters Staff with an evaluation of the impact on enlisted personnel of proposed policy changes.
- j. Assist in the reception of official enlisted visitors to the command.
- k. Provide liaison with collateral duty CEAs at Headquarters units which do not have primary duty CEAs
- l. Visit Headquarters units which do not have primary duty CEAs and meet informally with enlisted personnel to exchange ideas and disseminate information which affects the enlisted community.
- m. Provide Commanding Officers of Headquarters units with an evaluation of the impact on enlisted personnel of proposed policy changes when requested or when informed of issues.
- n. Through all assigned functions, attempt to increase the desirability of a Coast Guard career.

*The majority of the day to day functions will be accomplished at the Commanding Officer, Headquarters Staff level, however the Command Enlisted Advisor is authorized direct contact with the Chief of Staff as the situation may warrant.

OFFICE OF THE CHIEF COUNSEL

(G-L)

CHIEF COUNSEL



**OFFICE OF THE CHIEF COUNSEL
(G-L)**

1. **Mission.** To provide legal services for the Coast Guard, aimed at assuring that the operations and activities of the Service are legally consistent with the requirements of law and the rulings of higher authority.
2. **Functions.** Under the general direction and supervision of the Commandant, Vice Commandant and the Chief of Staff, the Chief Counsel shall:
 - a. Serve as the principal legal advisor to the Commandant, furnishing advice and opinions as to the legal implications and consequences of actions proposed or taken by the Coast Guard.
 - b. Serve as permanent Chairman of the Marine Safety Council, provide legal services to that body in connection with its public regulatory responsibilities, and supervise the Executive Secretary of the Council.
 - c. Plan, develop, coordinate and direct the Legal Program of the Coast Guard including programming and budgeting.
 - d. Furnish legal advice and opinions at Headquarters and in the field as to the interpretation and application of statutes, treaties, executive orders, regulations, etc.
 - e. Provide legal representation for the Coast Guard in dealing with other elements of the Department of Transportation, the Solicitor General, the Department of Justice, the Comptroller General, and other Federal departments and agencies. Act as legal counsel for the Coast Guard in its relations with state and local governments and agencies, industry and the public.
 - f. Coordinate with the General Counsel, Department of Transportation, in accordance with the DoT Organizational Manual.
 - g. Administer and exercise general oversight over all matters within the purview of the Uniform Code of Military Justice (UCMJ), 10 U.S.C. 801 et seq., and the Manual for Courts-Martial (MCM), including:
 - (1) Exercise the authority and responsibilities of the Judge Advocate General of the Coast Guard specified by Congress in the Uniform Code of Military Justice and the Commander in Chief in the Manual for Courts-Martial and delegated to the Chief Counsel by the General Counsel of the Department of Transportation.
 - (2) Assist the Commandant in the discharge of the delegated authority of the Secretary established in the UCMJ and the MCM.
 - (3) Insure implementation of all regulations called for by the UCMJ and MCM, including publishing the Military Justice Manual and maintaining its currency.
 - (4) Serve as a member of the Code Committee, established by Article 67(g), UCMJ, to perform an annual review and update of that body of law.
 - (5) Provide assistance and support to the General Counsel of DoD to conduct the annual review and update of the Manual for Courts-Martial.

- (6) Serve on the advisory boards of the American Bar Association (ABA), the Federal Bar Association, and the Judge Advocate's Association concerned with matters related to military law.
 - (7) Act in cooperation with the Judge Advocates General of the other armed services to prescribe rules for the courts of military review.
 - (8) Implement the Judge Advocate General's rules and procedures regulating the supervision and discipline of military trial and appellate judges, judge advocates, and other lawyers practicing in proceedings governed by the UCMJ and MCM.
 - (9) Assign, supervise, and evaluate the performance of general courts-martial judges and appellate counsel. Satisfy the provisions of Article 6(a), UCMJ, concerning the inspections of legal offices and assignments of attorneys and Article 6(b), UCMJ, concerning communications with staff judge advocates.
- h. Furnish legal counsel, guidance, and advice and render opinions and decisions relating to military and civilian personnel issues.
 - i. Subject to the availability of law specialists and civilian Coast Guard attorneys, provide legal assistance for military personnel, active, retired, reservists and their dependents in accordance with current directives.
 - j. Render decisions within delegated authority on all claims arising from Coast Guard operations. Prepare the Coast Guard's position on litigation, by and against the United States, arising from Coast Guard operations and provide litigation support.
 - k. Render decisions on legal issues arising in the course of Coast Guard operations including: defense operations; utilization of reserve forces; maritime law enforcement; port security and anti-terrorism activities; search and rescue; aids to navigation; bridge permitting; ice operations; environmental protection including response and recovery of cleanup costs; and maritime safety including personnel licensing, vessel admeasurement and documentation, vessel inspection and accident investigation; and reviewing decisions on appeals by merchant mariners under 46 U.S.C. Chapter 77 and on appeals of civil penalties.
 - l. Provide advice, assistance, and render legal opinions to Coast Guard officials on international law matters involving treaties, agreements, etc. Furnish legal advice and opinions to Coast Guard officials representing the United States as members of, or appearing before, international organizations.
 - m. Provide representation on U.S. Government delegations to International Maritime Organization (IMO) and its committees, and other international committees.
 - n. Provide legal advice and opinions to procurement officials in the formulation and administration of Coast Guard contracts.
 - o. Present the Coast Guard's case before the Department of Transportation Contract Appeals Board when contracts are contested, and assist the Department of Justice in representing the Government before the Claims Court and other Federal courts when Coast Guard contracts are involved.
 - p. Provide legal services dealing with the acquisition, use and disposal of real and personal (Government) property.

- q. Prepare and coordinate the development of the Coast Guard's legislative program for submission to the Congress. Provide substantive advice and comments on legislation.
- r. Draft and provide legal review for Coast Guard regulations and amendments thereto proposed for publication in the Federal Register. Assist other Program Directors as requested in the drafting of internal Coast Guard regulations.
- s. Furnish legal advice and assistance and make determinations with respect to the release of information, records and files of the Service, Service members and the availability of Coast Guard personnel as witnesses.
- t. Assign, as requested, lawyers for membership on Physical Evaluation Boards and make available lawyers to act as counsel for evaluatees. Review the work of Physical Evaluation Boards, the Physical Review Council, and the Physical Disability Appeal Board for legal sufficiency.
- u. Coordinate the submissions and recommendations of Program Directors to the Board for Correction of Military Records (BCMR). Review for legal sufficiency and implication recommendations of the Discharge Review Board.
- v. Respond to requests for the temporary assignment of legal officers to serve in various capacities on courts, boards and other activities.
- w. Supervise and provide guidance to Hearing Officers on the administration and procedures of the civil penalty program.

MARINE SAFETY COUNCIL

- 1. Mission.** The Marine Safety Council is the focal point of the Coast Guard public regulatory system. The Marine Safety Council has oversight, review, and guidance responsibilities for all Coast Guard regulatory projects and submits reports and recommendations to the Commandant. Subject to current Executive Orders and Department of Transportation directives, the Marine Safety Council classifies regulatory projects, recommends or designates subsequent levels of review that will be required of regulatory project, and authorizes the appropriate Program Director (including district commanders where appropriate) to sign on behalf of the Commandant.
- 2. Membership.** The Council is composed of six members, including the heads of the Offices which issue and administer public regulations, and other officers who have either direct interest in those regulations, or can offer constructive advice from a technical or policy standpoint. The members are: the Chief Counsel (permanent chairman), and the Chiefs, Offices of Engineering and Development; Marine Safety, Security and Environmental Protection; Navigation Safety and Waterway Services; Law Enforcement and Defense Operations; and Command, Control and Communications.
- 3. Functions.** The Marine Safety Council shall:
 - a. Review all regulatory proposals under the criteria specified in current statutes, Executive Orders and Department of Transportation directives to determine which involve policy or other considerations which require the Commandant's personal attention and signature and which can be appropriately signed by the cognizant Program Director at the direction of the Council.
 - b. Prepare for submission to the Commandant, the Coast Guard portion of the Unified Semiannual Regulatory Agenda and the Regulatory Program of the United States.
 - c. Require public hearings on rulemakings when there is reason to expect sufficient public reaction to make a public hearing an effective mechanism for either collecting opinions and views from affected parties and the public or demonstrating the Coast Guard's willingness to conduct rulemaking in an open and responsive way.
- 4. Legal Counsel and Executive Secretary.** The Chief, Regulations and Administrative Law Division serves as legal counsel to the Marine Safety Council and the Chief, Regulatory Administration Branch performs the functions of Executive Secretary to the Marine Safety Council.

COURT OF MILITARY REVIEW (G-L-3)

1. The Court of Military Review, establish under Article 66, UCMJ, by the Judge Advocate General (General Counsel DoT) is composed of the Chief Judge and not less than two additional appellate military judges. The judges may be commissioned officers or civilians. The Coast Guard Court of Military Review is normally composed of five appellate judges organized in panels of three for consideration of referred cases. All but the Chief Judge have other primary duties either within the Office of Chief Counsel or elsewhere at Headquarters, so that their Service on the Court constitutes a collateral duty. In general, the Court reviews the record in each case of trial by courts-martial in which the sentence as approved extends to death; dismissal of a commissioned officer or cadet; dishonorable discharge; bad conduct discharge; or confinement of one year or more. The Court also reviews other courts-martial with lesser sentences if the Judge Advocate General (General Counsel DoT) so directs. Also reviewed by the Court are petitions for extraordinary writs, petitions for new trial which have been referred to the Court and appeals by the United States under Article 62, UCMJ.
2. The Chief Judge is responsible for the administration of the Court, and, in addition, performs the following functions with respect to Court matters:
 - a. Determines whether court organization will be one or more panels and makes panel assignments;
 - b. Schedules and presides at open sessions of the court;
 - c. Schedules and presides at closed session deliberations of the court; participates in decisions of the Court; drafts orders and opinions of the court;
 - d. Supervises the Clerk of the Court in fulfilling the requirements of the Courts of Military Review Rules of Practice and Procedure and in particular ensures through the clerk: that appellate counsel are notified of hearings and served with orders and decisions; that briefs, motions and other pleadings are properly filed with the Court; and that the court decisions and orders are published and circulated to appropriate parties;
 - e. Prescribes internal rules for the court as necessary;
 - f. Represents the Coast Guard in drafting and revising the Courts of Military Review Rules of Practice and Procedure.
3. In addition to, and separate and apart from, the duties as Judge on the Court of Military Review, the Chief Judge performs the following functions:
 - a. Reviews special and summary courts-martial under Article 69 and prepares appropriate actions as necessary.
 - b. Provides legal review, advice and opinions with respect to administrative discharge and reenlistment boards to the Chief, Office of Personnel and Training (G-P). In the exercise of this responsibility the Chief Judge signs "by direction" of the Chief Counsel.

CHIEF TRIAL JUDGE
(G-L-4)

1. Under the direct supervision of the Chief Counsel, the Chief Trial Judge shall:
 - a. As a primary duty, perform as General Court-Martial Military Judge, Coast Guard-wide. Also perform as the military judge at Special Courts-Martial when that duty will not interfere with duties as General Court-Martial military judge.
 - b. As Chief Trial Judge, detail military judges to all courts-martial, coordinate Coast Guard trial docket, and maintain Coast Guard trial guide, in coordination with G-LMJ.
 - c. Perform as collateral duties: liaison with Chief Trial Judges of other services, obtain quotas for various courses for military judges, insure that Coast Guard military judges are kept informed of changes in the military justice system, and provide advice to other military judges.

**GENERAL LAW DIVISION
(G-LGL)**

1. Under the general direction and supervision of the Chief Counsel, the Chief, General Law Division shall:
 - a. Provide legal advice relating to the organization of powers, functions, and employment of the Coast Guard, the Coast Guard Auxiliary, and the powers and duties of the Commandant of the Coast Guard, including the delegation thereof.
 - b. Interpret laws respecting Coast Guard missions and tasks, including the Coast Guard Academy, assistance to civil authorities, martial law, posse comitatus, defense readiness, non-appropriated funds, gifts, donations, Coast Guard installations and activities of the Coast Guard Reserve.
 - c. Furnish legal advice relating to military personnel, appointment, selective service, induction enlistment, promotion, reduction, separation, discharge, retirement, military status, administration of Coast Guard programs, the jurisdiction and procedure of administrative boards, including selection boards, appointment boards, the Discharge Review Board, boards in the physical evaluation process, boards of inquiry, reenlistment boards and administrative discharge boards. Review for legal sufficiency all discharge review board cases, conscientious objector cases, enlisted competency boards and physical disability evaluation boards.
 - d. Advise on the availability and use of appropriations, enlistments, pay and allowances and dependent/spouse benefits such as the Survivor Benefit Plan.
 - e. Make good faith findings on purported marriages, the existence of dependency, and advise on domestic relations and family law.
 - f. Make findings of presumed death under Missing Persons Act.
 - g. Advise and act on requests for information and the release of Coast Guard records under the Freedom of Information Act, and on access to information under the Privacy Act. Participate with the Department of Transportation on appeals from denial of information. Exercises final denial authority on records within Office of Chief Counsel.
 - h. Furnish opinions on Coast Guard investigations, the classification of information, and the overall security program.
 - i. Examine and comment on the legal sufficiency of proposed Commandant Instructions, and other Commandant and Department of Transportation directives.
 - j. Determine the extent that the Coast Guard can benefit from the activities of private associations, such as the Coast Guard Foundation, and advise on the scope of Coast Guard participation in technical, trade, and industrial associations.
 - k. Advise on the use and creation of advisory committees under the provisions of the Advisory Committee Act.
 - l. Examine for legal sufficiency and comment on pending and proposed legislation, including private bills.
 - m. Examine for legal sufficiency and comment on pending and proposed executive orders.

- n. Provide legal guidance, training, and staff supervision on general law matters.
- o. Furnish legal advice on facilities, use and disposal of government property.
- p. Provide legal members for boards, trials, and study groups as required.
- q. Process civil recoupment of financial losses resulting from program fraud including cases arising under the Program Fraud Civil Remedies Act.
- r. Provide legal advice relating to the acquisition, use, and disposal of real property, including waters and water rights; the status of acquisition and relinquishment of legislative jurisdiction; and the use of Coast Guard real property by other agencies and private organizations. Review boards of survey, facility change orders, condemnation requests and real estate titles.
- s. Review all investigation files requiring final action by the Commandant. Prepare final action on appropriate cases, including making final line of duty determinations on inquiries into injuries and other disabilities of military personnel. Be the custodian of some Coast Guard investigations, and general law files.
- t. Provide legal advice on matters relating to the administration of civilian personnel, contractor employees, and employees of non-appropriated funds. Propose existing reviews and advise on laws and regulations pertaining to civilian employees.
- u. Provide legal counsel in all matters relating to labor/management relations and provide management representation before the Department of Labor, the Merit Systems Protection Board, and EEO Boards.
- v. Advise on the pecuniary liability for lost, damaged, or destroyed government property including the loss of public funds.
- w. Provide legal services and review, for legal sufficiency and implications, actions drafted on matters regarding the location and clearance of bridges, the operations and maintenance of drawbridges, and the alteration of obstructive bridges over the navigable waters of the United States.
- x. Assist in the preparation of litigation reports to be used by the Department of Justice.
- y. Serve as A-76 Appeals Review Officer for the Chief of Staff on all appeals.
- z. Provide legal advice concerning ethics and conflicts of interest, including gift acceptance from foreign governments or private individuals and organizations.
- aa. Review Public and Confidential Financial Disclosure Reports under the financial disclosure laws.
- bb. Provide legal advice on a state's authority to impose license fees and taxes on the Coast Guard.
- cc. Provide legal advice regarding home-to-work use of Government vehicles.
- dd. Advise on equal opportunity and civil rights.

- ee. Advise on the acceptance, use, and creation of intellectual property such as patents, copyrights, works of art or authorship.**
- ff. Review the work of Physical Evaluation Boards, the Physical Review Council, and the Physical Disability Appeal Board for legal sufficiency.**
- gg. Review for legal sufficiency and implication, recommendations of the Discharge Review Board.**
- hh. Provide designated military and civilian attorneys and clerical support for priority tasking as directed by the Deputy Chief Counsel.**

**CLAIMS AND LITIGATION DIVISION
(G-LCL)**

- 1. Under the general direction and supervision of the Chief Counsel, the Chief, Claims and Litigation Division shall:**
 - a. Evaluate or develop, and ensure proper coordination and presentation of, the Coast Guard's position on all non-procurement and non-environmental compliance claims and litigation, involving the Coast Guard or Coast Guard personnel, or arising from Coast Guard operations or functions.**
 - b. Develop, prescribe, and keep up-to-date, regulations on litigation support and claims adjudication, supported by appropriate procedures, instructions, and policy guidance in the Coast Guard Claims and Litigation Manual, and oversee the implementation of such guidance to insure uniform application throughout the Coast Guard.**
 - c. Coordinate the distribution of litigation case assignments and claims adjudication responsibility within the Legal Program and maintain an automated litigation tracking system and an automated claims tracking system for cases handled by the division.**
 - d. Maintain liaison with the DoT Assistant General Counsel for Litigation, the Directors of the various DoJ branches, the other military services, and other agencies, concerning interagency litigation and claims adjudication policy matters.**
 - e. Evaluate and, within the limits of delegated settlement authority, render final agency decisions, or recommend adjudication action to the Chief Counsel or DoJ as appropriate, on all non-procurement and non-environmental claims, arising from Coast Guard operations or functions. When appropriate, refer affirmative claims to DoJ for recovery by litigation.**
 - f. Recommend regulations, instructions, and other policy guidance on litigation support and claims adjudication, and monitor the implementation of such guidance to insure uniform application throughout the Coast Guard.**
 - g. For litigation support responsibilities retained in G-LCL, gather, evaluate, and provide documents, evidence, witnesses, legal analysis, and other active attorney support to DoJ in the various stages of litigation on cases arising from Coast Guard operations or functions.**
 - h. Monitor emerging litigation and claims related issues which have a potential effect on Coast Guard operations, coordinate and develop Coast Guard litigation positions on those issues, and inform the field legal offices and DoJ of the Coast Guard's position.**
 - i. Provide advice to programs, upon request or on own initiative, concerning the potential impact of present or proposed policies and procedures on present or future litigation affecting the Coast Guard.**
 - j. Provide guidance and assistance to the field legal offices, as required, in all litigation arising out of Coast Guard operations or functions and delegated to the field offices.**
 - k. When requested, provide guidance and assistance to the field and to DoJ in criminal litigation arising out of Coast Guard law enforcement and other operational activities.**

- l. When requested by DoJ, gather and provide evidence and witnesses or perform other requested actions required to support DoJ in litigation arising out of non-Coast Guard activities of the United States.
- m. Coordinate legal advice and assistance and legal representation, as necessary, to Coast Guard personnel with respect to requests for Coast Guard witnesses and documents for purposes of private legal proceedings to insure compliance with 49 C.F.R. Part 9, "Testimony of Employees of the Department and Production of Records in Legal Proceedings—".
- n. Evaluate individual requests and arrange for DoJ representation for Coast Guard personnel sued in their individual capacity as a result of performance of government duties.
- o. Coordinate with DoT regarding Department-wide affirmative claims and debt collection matters.
- p. Coordinate with other Federal agencies regarding mutual claims concerns and policies, including representation of the Coast Guard on interservice personal property claims committees.
- q. Coordinate the claims functions of the Legal Program with the debt collection functions of other Coast Guard programs responsible for other aspects of the generation, collection, or payment of debts.
- r. Provide guidance and assistance to field legal offices, as required, in the adjudication of claims arising out of Coast Guard activities and delegated to the field offices for adjudication.
- s. Provide advice to programs, upon request or on own initiative, concerning the potential impact of their present or future claims involving the Coast Guard or its functions.
- t. Within limits of delegated settlement authority, adjudicate, or recommend adjudication action to the Division Chief or Chief Counsel, for any non-procurement and non-environmental claims retained at the division arising from Coast Guard operations or functions, including, but not limited to claims arising under the following authorities:
 - (1) Federal Tort Claims Act;
 - (2) Military Claims Act;
 - (3) Foreign Claims Act;
 - (4) Non-scope of Employment Act;
 - (5) Admiralty Claims Act;
 - (6) Military Personnel and Civilian Employee Claims Act;
 - (7) Article 139, UCMJ;
 - (8) 14 U.S.C. 830, Auxiliary Claims;
 - (9) 33 U.S.C. 1321 et seq., Federal Water Pollution Control Act (FWPCA) damage claims.
 - (10) 33 U.S.C. 2701 et seq., OPA 90 Claims.

- u. Coordinate administrative collection efforts and when appropriate refer to DOJ for recovery by litigation all non-procurement and non-environmental affirmative claims arising from Coast Guard operations or functions including, but not limited to those on behalf of the Coast Guard arising under the following authorities:
 - (1) Federal Claims Collection Act;
 - (2) Admiralty Claims under 14 U.S.C. 647;
 - (3) Aids to Navigation Damage Claims under 14 U.S.C. 642;
 - (4) Medical Care Recovery Act;
 - (5) 33 U.S.C. 1321 et seq., FWPCA cleanup cost claims.
 - (6) 33 U.S.C. 2701 et seq., OPA 90 claims.
- v. Respond, as appropriate, to private, public, or internal inquiries concerning non-procurement and non-environmental compliance claims or lawsuits and Coast Guard claims and litigation, in general.
- w. Review and provide legal advice, as requested or on own initiative, concerning proposed legislation, regulations, or internal agency guidance which potentially implicate claims and litigation matters arising out of Coast Guard operations and activities.
- x. Provide liaison to the General Counsel, DoT, concerning Coast Guard related Program Fraud Civil Remedies case referrals.

**ENVIRONMENTAL LAW DIVISION
(G-LEL)**

1. Under the general direction and supervision of the Chief Counsel, the Chief, Environmental Compliance Law Division shall:
 - a. Oversee the delivery of all legal services required to support the Coast Guard environmental compliance activities, including interagency coordination of legal policy issues.
 - b. Represent the Coast Guard in the pre-litigation stages of third party CERCLA (or state equivalent) type cases in which the service has been identified as a potentially responsible party (PRP). This includes negotiations with EPA and state environmental agencies, as well as with other PRP's.
 - c. Coordinate with and support DoJ counsel assigned to Coast Guard related environmental compliance and restoration litigation. This includes the preparation of litigation reports, discovery responses, pleadings and briefs, as well as coordinating evidentiary matters and witness testimony. However, any final settlements/compromises or issues which pose significant litigation policy considerations will be coordinated with, and approved by, the Chief, Claims and Litigation Division.
 - d. Provide legal advice, opinions and interpretations of federal, state, and local environmental laws and regulations to Coast Guard officials developing environmental compliance and restoration policies and strategies.
 - e. Provide legal advice and assistance to Coast Guard program managers on specific environmental compliance issues affecting Coast Guard units, installations and facilities.
 - f. Provide legal advice, support, and policy guidance on environmental compliance issues to legal offices at the Maintenance and Logistics Commands (MLCs), Districts, and as necessary to independent unit legal officers.
 - g. Review proposed federal facility compliance agreements relating to Coast Guard facilities negotiated with state and federal environmental agencies.
 - h. Represent the Coast Guard on interagency committees and initiatives to develop and coordinate environmental compliance legal policies.
 - i. Review proposed legislation and regulations involving environmental compliance matters.
 - j. Coordinate the delivery of all other legal services required to support the Coast Guard's environmental compliance program. This includes coordinating with other attorneys in the Coast Guard Legal Program on environmental compliance issues, supporting training of Coast Guard personnel in environmental compliance matters, and evaluating individual requests for representation of personnel who may be sued or criminally charged for environmental compliance violations.

**LEGAL POLICY AND PROGRAM DEVELOPMENT DIVISION
(G-LPD)**

1. Under the general direction and supervision of the Chief Counsel, the Chief, Policy and Program Development Division shall:
 - a. Serve as Special Assistant to the Chief Counsel.
 - b. Assist with the development and coordination of policy matters affecting the Legal Program.
 - c. Administer the Planning, Programming, and Budgeting System of the Legal Program.
 - d. Serve as Information Resource Manager and ADP Security Officer for the Office of Chief Counsel.
 - e. Coordinate development of and maintain the legal publications issued by the Legal Program, including the Coast Guard Law Bulletin.
 - f. Coordinate office automation, including data processing and retrieval, word processing, and legal research for the Legal Program and the Office of Chief Counsel.
 - g. Operate and maintain the office automation system for the Office of Chief Counsel.
 - h. As directed by the Chief Counsel, perform or secure the services of consultants to perform various special studies and projects for the Legal Program.
 - i. Serve as liaison to the Judge Advocates General of the other services on matters pertaining to the development and implementation of ethical rules and guidelines for attorneys in the Coast Guard Legal Program.
 - j. Serve as the Coast Guard Representative to the ABA Standing Committee for Legal Assistance to Military Personnel.
 - k. Serve as Property Custodian for the Office of Chief Counsel.
 - l. Carry out necessary supply and logistics support for the Office of Chief Counsel.
 - m. Serve as Publications and Directives Coordinator and Public Use Reporting Liaison Officer for the Office of Chief Counsel.
 - n. Assist in the maintenance of the Office of Chief Counsel law library; assist the DoT librarian in the selection and acquisition of legal reference materials for the U. S. Coast Guard Headquarters Building Law Library; serve as a committee member, representing the Coast Guard, on the Department of Transportation Library Committee.
 - o. Working with the Deputy Chief Counsel, coordinate civilian personnel actions for the Office of Chief Counsel.
 - p. Serve as Voting Assistance Coordinator for the Office of Chief Counsel.

- q. Serve as Classified Material Control Officer (CMCO) for the Office of Chief Counsel.
- r. Coordinate the availability of law specialists for assignment from the Office of Chief Counsel to meet the myriad of requirements for "counsel", legal advice, etc., for various investigations, boards, and courts, including but not limited to:
- (1) Discharge advice.
 - (2) Administrative Discharge Boards member, recorder, or counsel for individuals.
 - (3) Investigations Counsel for designated parties.
 - (4) Boards of Inquiry Counsel and Advisor.
 - (5) Equal Employment Opportunity Hearing Agency Representative.
 - (6) Military Equal Opportunity Counsel.
 - (7) Article 31 advice on statements by persons suspected of an offense.
 - (8) Article 32 Investigations - Investigating Officer, Counsel for Individuals and Government.
 - (9) Pre-Mast/Summary Court (Booker) Advice.
 - (10) Confinement Hearings: Counsel for Individual.
 - (11) Summary Court Officer.
 - (12) General and Special Courts-Martial - Military Judge, Trial and Defense Counsel, and Court Reporter.
 - (13) Human Relations Council representative.
 - (14) Death-imminent counsel.
- s. Serve as A-123 Coordinator for the Office of Chief Counsel and the Legal Program.
- t. Coordinate, consult with and make recommendations to G-PO concerning the assignment of Coast Guard Law Specialists.
- u. Coordinate the legal training program for military and civilian Coast Guard lawyers, including assessment of the progress of individual attorneys in meeting annual continuing legal education requirements, and the impact of such programs on the Legal Program. Serve on the selection committee for the postgraduate training in law program; maintain liaison with Coast Guard officers attending law school, pursuant to applicable regulations, serve as performance evaluation Supervisor and Reporting Officer for those officers in law school.
- v. Coordinate and issue orders for the movement of Coast Guard and Department of Transportation personnel required as witnesses in support of civil and criminal litigation arising out of Coast Guard operations.
- w. In consultation with the Chief Trial Judge, detail military judges to all courts-martial and coordinate Coast Guard trial docket.
- x. Provide designated military and civilian attorneys and clerical support for priority tasking as directed by the Deputy Chief Counsel.

**LEGISLATION DIVISION
(G-LLX)**

1. Under the general direction and supervision of the Chief Counsel, the Chief, Legislation Division shall:
 - a. Prepare the annual Coast Guard legislative program.
 - b. Draft Coast Guard sponsored legislative proposals for signature by the Secretary and submission to the Congress; assist cognizant staff officers in formulation of policies to be embodied in legislative proposals. Assist, as required, in the clearance of Coast Guard sponsored legislative proposals through DoT and OMB.
 - c. Prepare, for the General Counsel's signature, views letters on pending bills, executive orders, proclamations, and other agency reports affecting the Coast Guard, or in which the Coast Guard has an interest. Assist cognizant staff officers in developing the Coast Guard's position on items affecting the Coast Guard or in which it has an interest. Assist, as required, in the clearance of these reports through DoT and OMB.
 - d. Prepare, for the Secretary's or the General Counsel's signature, views letters, and, where required, draft veto messages, on all enrolled bills referred to the Coast Guard for comment.
 - e. Provide drafting assistance to members of Congress, their staffs, and Congressional committees on legislation affecting the Coast Guard or in which it has an interest. Provide required notification to staff elements of OST and OMB of drafting assistance provided by the Coast Guard.
 - f. Draft Coast Guard sponsored Executive Orders and Proclamations for submission to the President; assist cognizant staff officers in formulation of policies to be embodied in these Executive Orders and Proclamations. Assist, as required, in the clearance of Coast Guard sponsored Executive Orders and Proclamations through DoT and OMB.
 - g. Review for legal sufficiency proposed testimony to be given by Coast Guard or other administration officials before a Congressional committee, on Coast Guard legislative proposals or pending legislation affecting the Coast Guard in which the Coast Guard has an interest.
 - h. Provide supporting data for and attend hearings before Congressional committees considering legislation in which the Coast Guard has an interest.
 - i. Assist the Congressional and Governmental Affairs Staff as required, in obtaining passage of Coast Guard sponsored legislation.

- j. Assist the Congressional and Governmental Affairs Staff as required, with the following matters concerning legislation:
- (1) When assigned, preparation (for the Chief Counsel) of statements to be presented to Congressional committees; and
 - (2) Maintenance of a status file of pending legislation and provision through the Congressional Affairs Staff to members of Congress of timely information concerning legislative proposals.
- k. Provide designated military and civilian attorney and clerical support for priority tasking as directed by the Deputy Chief Counsel.

**MARITIME AND INTERNATIONAL LAW DIVISION
(G-LMI)**

1. Under the general direction and supervision of the Chief Counsel, the Chief, Maritime and International Law Division shall:
 - a. Provide legal counsel, advice, opinions, and interpretations to Coast Guard officials relating to marine safety and navigation, including: load lines; admeasurement; vessel documentation; vessel manning; merchant vessel personnel licensing and documentation; seamen's welfare laws; pilotage (including Great Lakes pilotage); vessel safety and pollution prevention; delegation of inspection functions; marine environmental protection; oil pollution; hazardous materials transportation; reception facilities; port safety; Captain of the Port (COTP) functions; port security, including measures taken to prevent terrorist incidents; Outer Continental Shelf responsibilities; navigation systems; vessel traffic services; aids to navigation; anchorages; and marking of structures.
 - b. Consider and take final action on appeals from civil penalties administratively assessed by the Coast Guard. Advise program managers and Hearing Officers regarding the administration of the civil penalty system. Provide training, guidance and otherwise act as an information focal point for Hearing Officers. Monitor and generate statistical information regarding civil penalty assessments as required.
 - c. Review appeals by merchant seamen from orders of suspension and revocation entered by Administrative Law Judges under 46 U.S.C. Chapter 77 and draft Commandant's final decision. Maintain appropriate liaison with the Chief, Administrative Law Judge (G-CJ). Where these cases are further appealed to the National Transportation Safety Board (NTSB), prepare appropriate responses, motions and petitions and make such appearances as necessary to adequately represent Coast Guard program interests. As requested, prepare the Coast Guard's position and lend other assistance to the Department of Justice in litigation involving such matters.
 - d. Provide legal counsel on the initiation and conduct of investigations of marine casualties and review for legal sufficiency reports thereon, recommending action to be taken by the Commandant.
 - e. Make determinations as to "navigable waters of the United States" in cases involving novel applications of law, unusually complex factual situations, or in which there is substantial public interest, delineating the Coast Guard's geographic jurisdiction and authority for the purpose of its administration and enforcement of laws and regulations.
 - f. Work closely with Congressional staffs, Office of the Secretary of Transportation, other Federal executive agencies and departments, members of the public (including representatives of environmental and industry organizations), representatives of foreign governments, and State government officials in the development and implementation of legislative proposals, regulatory programs, and special projects where the Coast Guard has responsibility for, is to be given the responsibility or has particular expertise in the field to be regulated such as: oil pollution and hazardous substance liability and compensation; law enforcement authority modification; and criminal law revision. This counsel includes oral consultation, drafting legal documents, drafting Congressional testimony, development and articulation of legal and technical policy, drafting position documents for national and international fora, and drafting explanatory documents.
 - g. Provide legal counsel advice, opinions, and interpretations to the appropriate program manager on matters including: drug law enforcement; fisheries law enforcement;

Customs laws; search and rescue; icebreaker operations; intelligence law; and national security.

- h. Provide legal counsel, advice, opinions and interpretations to the program directors and program managers of the Offices of Readiness and Reserve and Law Enforcement and Defense Operations in matters involving the national defense with particular regard to the relationship between Maritime Defense Zone responsibilities and Coast Guard specialized missions.
- i. Act as legal advisor on Law of Armed Conflict (Law of War) issues such as: the Geneva and Hague Conventions on the conduct of war; the U.N. charter and the U.N. resolutions on the prohibition of aggression, customary international law; and domestic laws concerning the organization, funding, and employment of military forces. These responsibilities require the Division to cooperate with National Command Authorities (NCA), Joint Chiefs of Staff (JCS), the Department of Defense (DoD), Department of the Navy (DoN), and the Chief of Naval Operations (CMC); review Coast Guard and other OPLANS which employ Coast Guard forces to ensure conformity with domestic and international law; draft, review, and provide real-time interpretation of the Rules of Engagement for self-defense reasons.
- j. Participate as a member of the Headquarters Crisis Action Team to provide immediate advice concerning international and domestic law authorities and limitations. This includes scheduled and no-notice exercises and real world situations. Act as action officer or legal advisor regarding Remedial Action Program (RAP) items evolving out of readiness exercises.
- k. Participate in joint service and inter-agency study groups to prepare for times of increased tensions or when war is declared, such as: the NAVGARD Boards and the National Mobilization Interagency studies.
- l. Provide legal counsel, advice, opinions, and interpretations to the Port Security Program Manager concerning international and domestic law authorities and limitations, including: the Port Security Committee and the Special Interest Vessel Program; access control over waterfront activities; and use of force guidelines for the Port Security Program.
- m. Provide legal counsel, advice, opinions, and interpretations to the Office of Navigation Safety and Waterways Services including advice on enforcement of recreational boating safety requirements.
- n. Assist in the development of U.S. policy by representing the Coast Guard at the Shipping Coordinating Committees; Arctic, Antarctic, and Law of the Sea interagency working groups.
- o. Represent the United States at the International Maritime Organization (IMO) Legal Committee and at other IMO related organizations which carry out functions similar to the Legal Committee, and advise and participate on the U.S. delegations to other IMO bodies such as: IMO Council; Maritime Safety Committee; Marine Environmental Protection Committee; and at Diplomatic Conferences.

- p. Advise and participate with United States delegations in other international bodies such as the United Nations Commission on Trade and Development (UNCTAD); the United Nations Commission on Narcotic Drugs; and specific and ad hoc international fora as required.
- q. Provide legal counsel, advice, opinions, and interpretations concerning the application and effect of customary international law, as reflected in the U.N. Convention on the Law of the Sea (UNCLOS III), upon Coast Guard programs.
- r. Provide legal advice concerning the development of artificial islands and reefs in the U.S. Exclusive Economic Zone (EEZ).
- s. Provide legal counsel, advice, opinions and interpretations concerning the developing political status of the various U.S. Trust Territories and the effect of this development on Coast Guard programs and operations.
- t. Participate in international negotiations and give drafting assistance in the formulations of Search and Rescue (SAR) treaties with foreign nations.
- u. Advise on the applicability of Status of Forces Agreements (SOFA) to Coast Guard operations and give drafting assistance on the international law implications regarding the acquisition of bases and siting of electronic aids to navigation on foreign soil.
- v. Provide substantive legal review of proposed legislation and Executive Orders relating to the operational programs of the Coast Guard (G-M, G-N, and G-R) and international law matters, and when requested, provide drafting assistance to legislative staffs and Federal executive agencies on matters affecting Coast Guard interests.
- w. Support litigation efforts by providing substantive legal review of litigation reports on actions brought against or by the Coast Guard.
- x. Provide substantive legal advice to operational program managers and G-LRA on rulemaking projects.
- y. Maintain liaison with the intelligence community and cooperate with other interested Federal agencies in formulation of U.S. policy on maritime and transportation related matters with particular emphasis on relationships with Departments of State, Defense, and Navy; National Security Council; Military Sealift Command; Environmental Protection Agency; Maritime Administration; U.S. Customs Service; Office of National Drug Control Policy; and Research and Special Programs Administration.
- z. Maintain liaison with Maritime Law Association; Federal Bar Association; Admiralty Law Institute; and other maritime transportation-related professional organizations and societies.
- aa. Provide designated military and civilian attorneys and clerical support for priority tasking as directed by the Deputy Chief Counsel.

**MILITARY JUSTICE DIVISION
(G-LMJ)**

1. Under the general direction and supervision of the Chief Counsel, the Chief, Military Justice Division shall:
 - a. Develop policy and perform oversight of the Coast Guard's military justice system.
 - b. Provide appellate counsels to represent both the Government and the accused in courts-martial cases undergoing appellate review before the Court of Military Review, the Court of Military Appeals, and the Supreme Court of the United States.
 - c. Conduct post-trial review of courts-martial as required by Articles 69(a) and 73, UCMJ; and provide appropriate processing of all other courts-martial records of trial.
 - d. Oversee the implementation of decisions of the appellate courts and clemency authorities.
 - e. Provide support to the Solicitor General in court-martial cases involving petitions for certiorari to the U.S. Supreme Court. Coordinate clearance of Coast Guard position on briefs to be submitted to the Solicitor General through appellate divisions and the Judge Advocates General of other armed services and through DoD and DoT.
 - f. Ensure the provision of prompt advice and technical assistance to field trial and defense counsel on the conduct of courts-martial.
 - g. Review and act on applications by trial counsel seeking to appeal from rulings of trial judges adverse to the Government and provide appellate counsel for both sides to litigate them before appellate tribunals.
 - h. Provide appellate counsel for both sides, when required, to litigate issues raised in petitions for extraordinary writs that are accepted by the Coast Guard Court of Military Review or the United States Court of Military Appeals.
 - i. Serve as a member of the Joint Service Committee on Military Justice, which is charged with providing input and support to conduct the annual review and update of the Manual for Courts-martial in conjunction with senior military law officials from the other armed services and the Department of Defense. Provide legislative and executive order drafting, review, and assistance as required in clearance through other armed services, DoD, and DoT.
 - j. Publish and maintain the Military Justice Manual and monitor other publications containing implementing regulations of the Secretary and the Judge Advocate General called for by the UCMJ and MCM.
 - k. Serve as the Chief Counsel's alternate on advisory groups related to military justice.
 - l. Review complaints of wrong brought under Article 138, UCMJ, including coordinating inputs and preparing the final action for the Commandant and/or Secretary.
 - m. Provide advice to field legal offices and various offices in Headquarters on procedures and policies involving the interrelationship of the military justice and military personnel law; and, review Coast Guard directives, publications, and memoranda of understanding for conformity with current military justice law.

- n. Furnish input to training courses, texts, and qualification standards to insure all personnel are proficient in and familiar with military justice law.
- o. Review mast appeals acted on by the Commandant, Vice Commandant, or the Chief, Office of Personnel and Training.
- p. Provide legal oversight for the Coast Guard drug detection and elimination (urinalysis) program.
- q. In concert with the Chief Trial Judge, publish and update the Court-Martial Trial Guide.
- r. Respond to Congressional inquiries concerning matters of military justice.
- s. Receive communications to the Judge Advocate General under Article 6(b), UCMJ.
- t. Represent the Coast Guard before the Board for Correction of Military Records. Assist with litigation support in cases arising in Federal court out of BCMR decisions.
- u. Provide counsel to advise members as to their rights under the Physical Disability Evaluation System and to represent those whose cases are considered by Formal Boards.
- v. Subject to available resources, provide legal assistance pursuant to current directives to authorized personnel at Coast Guard Headquarters and the National Capitol region.
- w. Provide designated military and civilian attorneys and clerical support for priority tasking as directed by the Deputy Chief Counsel.

**PROCUREMENT LAW DIVISION
(G-LPL)**

1. Under the general direction and supervision of the Chief Counsel, the Chief, Procurement Law Division shall:
 - a. Provide legal counsel, and furnish opinions and decisions to contracting officers, contract administrators and other cognizant officers on the legal aspects of all processes of procurement, from the initial planning and development through initiation of procurement action, award and administration of contracts, and completion or termination thereof. Interpret statutory and regulatory requirements pertaining to contracts.
 - b. Furnish legal counsel on the drafting of, or prepare or review for legal sufficiency and implication, awards, contracts, specifications, change orders or other modifications, performance and payment bonds, insurance policies, assignments of monies due, and other contract related actions, documents, correspondence and papers.
 - c. Provide legal counsel for, and review for legal adequacy and implications, the proposed findings and final decisions of contracting officers.
 - d. Act as Coast Guard legal representative in disputes and dealings involving contractors, and represent the Service on contract matters with other government agencies and the Comptroller General.
 - e. Serve as counsel for the Coast Guard in asserting the Government's position or defense against claims of contractors who appeal contracting officers' decisions to the Board of Contract Appeals. In this respect the counsel shall:
 - (1) Assemble, review and analyze background material and documents.
 - (2) Evaluate the contractor's claim and determine if payment, compromise, or settlement is warranted, or if the claim should be partially or totally denied.
 - (3) Follow up such determinations with appropriate action, such as the preparation of offers to compromise or settle and participating as counsel in negotiation efforts, or the development of the Government's defense against the claim.
 - (4) Prepare and file with the Board all necessary pleadings, motions, notices, briefs, and other papers, and present the Government's case in defense of the contractor's claim before the Board.
 - (5) In the event of appeal from a decision of the Board of Contract Appeals, represent the Coast Guard in liaison with and assist the Department of Justice in preparation and presentation of the Government's case.
 - (6) Assist the Department of Justice in representing the Coast Guard before the Claims Court and other Federal courts when Coast Guard contracts are involved.
 - (7) Prepare actions pertinent to the foregoing, and review for legal sufficiency and implication, actions drafted or prepared in other organizational components.
 - f. Initiate, and assist in the drafting or review for legal sufficiency and implication, proposed laws, regulatory material, or instructions relating to contracts and procurements.

- g. Exercise professional oversight over legal counsel provided to field officers concerning contracts and procurements.**
- h. Provide legal services for the Office of Acquisition in contracting for systems acquisitions.**
- i. Provide legal assistance to procurement officials in development of Coast Guard contracts.**
- j. Prepare hi-lites on major legal issues pertaining to procurement matters for the purpose of advising and, as appropriate, seeking consultation on such issues.**
- k. Provide designated military and civilian attorneys and clerical support for priority tasking as directed by the Deputy Chief Counsel.**

**REGULATIONS AND ADMINISTRATIVE LAW DIVISION
(G-LRA)**

1. Under the general direction and supervision of the Chief Counsel, the Chief, Regulations and Administrative Law Division shall:
 - a. Be responsible for the legal sufficiency, format, style and placement in the Code of Federal Regulations of all Coast Guard public regulatory documents and related rulemaking matters under the statutory authority of the Commandant.
 - b. Provide legal counsel, advice, guidance, opinions and interpretations with respect to the substantive and procedural requirements of Coast Guard public rules, public rulemaking, and related regulatory matters.
 - c. Provide legal review of all Coast Guard rulemaking documents, notices, plans, orders, policies, and any other documents authorized or required by law to be published in the Federal Register.
 - d. Provide for the publication in the Federal Register of all Coast Guard public rulemaking documents, notices, plans, orders, policies and other documents authorized or required by law to be published in the Federal Register.
 - e. Provide drafting assistance as needed by Headquarters staff elements for rulemaking and other documents prepared for publication in the Federal Register.
 - f. Provide liaison services and legal representation for the Coast Guard in regulatory matters being reviewed by the Department of Transportation and the Office of Management and Budget.
 - g. Maintain the public docket and records for all rulemaking conducted by Headquarters staff elements, and provide a public inspection facility.
 - h. Serve as Legal Counsel to the Marine Safety Council and provide an Executive Secretary and administrative services for the Council.
 - i. Serve as Liaison Officer to the Office of the Federal Register, and provide for the services of an Authorizing Officer, Certifying Officer, and alternates, as necessary.
 - j. Provide legal representation, advice, and administrative support for public hearings and meetings concerning regulatory matters, including advisory committee meetings, industry meetings, and international meetings dealing with rulemaking and related matters, and legal representation during required consultation with other agencies.
 - k. Be responsible for assuring the legal sufficiency of internal instructions, notices, directives, and orders and public advisory information that interpret, implement, or are otherwise related to the Coast Guard's public regulations.
- l. With respect to the foregoing:
 - (1) Develop and recommend Coast Guard rulemaking policy, standards, procedures and programs;
 - (2) Provide guidance and assistance to districts and other field elements in the conduct of delegated rulemaking programs and participate in the evaluation of the adequacy of such programs;

- (3) Provide or arrange for training in substantive and procedural aspects of the Coast Guard's regulatory program for Coast Guard lawyers and technical officials;
 - (4) Review proposed legislation for regulatory impact coordinate Coast Guard responses to regulatory documents prepared by the Department of Transportation or other agencies that impact Coast Guard programs.
 - (5) Develop and prepare guidelines for procedures applicable to Coast Guard public rulemaking and management of the public rulemaking program. These internal guidelines shall be issued in the Marine Safety Council's Procedures Guide or other Coast Guard directives.
- m. Recommend to the Marine Safety Council or cognizant Program Director the need for public hearing, extension of comment period, change of regulatory classification or other action documents and comments received thereon.
 - n. Provide or arrange for the issuance and printing of all public regulations, documents, including reprints of rulemaking documents, and procurement of the Code of Federal Regulations for internal Coast Guard distribution.
 - o. Maintain records and generate data, information and reports to respond to external and internal requests for such information, including preparation of Coast Guard entries for regulatory agendas, timekeeping, and other required reports.
 - p. Provide designated military and civilian attorneys and clerical support for priority tasking as directed by the Deputy Chief Counsel.

ACQUISITION

(G-A)

CHIEF OF ACQUISITION
(G-A)

1. **Mission.** The mission of the Chief of Acquisition is to acquire systems, products and services that meet the needs of its customers. To accomplish this, the Office administers funds and personnel in those appropriations placed under the control of the Chief of Acquisition. Further, the Office plans and executes the acquisition of Coast Guard major systems as well as special acquisitions designated by the Commandant or Secretary. In addition, the Office contracts for other Headquarters non-major project acquisitions which require the placement of formal contracts or agreements. Cost and price analysis and quality assurance is performed in support of Headquarters contracting activities.
2. **Functions.** Under the general direction and supervision of the Commandant, the Vice-Commandant, and the Chief of Staff, the Chief of Acquisition shall:
 - a. Serve as the Support Director for the Systems Acquisition Program. The Deputy Chief shall serve as the Support Manager for Systems Acquisition Program. [Old G-A 2.h]
 - b. Direct organization wide activities designed to support the accomplishment of four primary business lines:
 - (1) Major acquisition project management services.
 - (2) Procurement management services.
 - (3) Acquisition policy, procedures and consulting services during the entire acquisition process.
 - (4) Internal and external information needs to support acquisition management and decision making activities, budgetary processes, and marketability of acquisition services and outcomes.
 - c. Administer funds in those appropriations or operating guides placed under the control of the Chief of Acquisition. Approve obligations of field allotments by activities under G-A control when Headquarters authorization is required, and otherwise ensure wise and economical expenditures of such funds. [Old G-A 2.a]
 - d. Tailor an acquisition strategy for each project, encompassing all internal and external elements of the acquisition process, including development, design, and early integration of manpower, training and logistic support. [Old G-A 2.b]

- e. Develop a Logistics Support Plan for each major acquisition and acquire initial logistics support which is consistent with follow-on requirements. [Old G-A 2.d]
- f. Develop improved long range plans, realistic budget and cost estimates, economical production rates, including consideration of multi-year contracting, for major systems replacements. [Old G-A 2.e]
- g. Evaluate and recommend trade-offs between life cycle costs, systems effectiveness, and time between program initiation and approval for production. [Old G-A 2.f]
- h. Serve as primary point-of-contact with the Department of Transportation for major systems acquisitions, Headquarters non-major acquisitions, and those other non-Headquarters non-major acquisitions as assigned. [Old G-A 2.g]
- i. Act as the approving official for delegated Headquarters procurements, in accordance with the guidelines established by the Office of the Secretary, as implemented and from time-to-time updated by the Coast Guard. [Old G-A 2.i]
- j. Conduct contract/proposal cost analysis in accordance with current policy set forth in Federal Acquisition Regulations, as implemented by the Department of Transportation and the Coast Guard. [Old G-A 2.j]
- k. Provide the Chief of Staff and appropriate Directors with periodic status briefings on noteworthy major systems acquisitions projects. [Old G-A 2.k]
- l. Provide regular, periodic major systems acquisitions project briefings for top Coast Guard and Office of the Secretary of Transportation (OST) management and their staffs, using standardized formats to assure prompt and effective communication and decision making as projects progress. [Old G-A 2.l]
- m. Exercise administrative and technical control over major acquisition Project Resident Offices (PROs). [Old G-A 2.m]
- n. Develop, publish and manage Service-wide policy and standards for use of Quality Assurance in Coast Guard contracts. [Old G-A 2.n]

ACQUISITION TECHNICAL SUPPORT STAFF

(G-AT)

1. Under the general direction and supervision of the Chief of Acquisition, the Chief, Acquisition Technical Support Staff shall provide policy, procedures, and consulting services during the acquisition process. To accomplish this, the Staff shall:

- a. Serve as the principal advisor to the Chief of Acquisition for acquisition policy, procedures, planning and management practices. Coordinate the promulgation of directives relating to major acquisitions, such as the Systems Acquisition Manual. Coordinate all policy level studies within the Chief of Acquisition organization. [Old G-AT 1.a, 1.f, 1.j -- amended]
- b. Review and evaluate acquisition policy, procedures, and planning practices, concerning business and strategic planning priorities and procurement issues, to ensure implementation of internal procedures in accordance with Federal, Departmental, and/or Coast Guard policy and procedures. [Old G-AT 1.g amended]
- c. Provide overall acquisition process guidance, business management and acquisition technical advice to Project Managers and other divisions in the Chief of Acquisition organization relating to requirements definition, project management, engineering and production, logistics support, risk management, test and evaluation, and configuration management activities which must be performed over the course of a major acquisition project. When required, provide related advice and guidance concerning other non-major acquisitions. [Old G-AT 1.a, 1.b, 1.f, 1.i, 1.l -- amended]
- d. Provide consultative support to major acquisition sponsors through procedural guidance and assistance in performing mission, requirements, and logistics support analyses to develop the Mission Need Statement and Operational Requirements Document and conduct operational test and evaluation. [Old G-AT 1.g, 1.k, 1.n, 1.o -- amended]
- e. Disseminate Coast Guard acquisition knowledge and expertise through formal training courses, workshops, and other forums; provide acquisition participants with general instruction and subject matter specific counselling. [NEW]
- f. Serve as Coast Guard Acquisition Review Council (CGARC) Executive Secretary; provide advice to the Administration Acquisition Executive, Commandant (G-CV), and CGARC members on acquisition policy and procedures; coordinate

CGARC documentation reviews and meetings; and prepare and/or promulgate CGARC related correspondence. [NEW]

- g. Serve as external liaison with OST, and other Federal departments and agencies and as internal liaison with all Coast Guard organizations regarding major acquisition policies, procedures and activities. [Old G-AT 1.e, 1.g -- amended]
- h. Coordinate the identification and justification for new start and replacement acquisitions. Prior to assignment of Project Managers, coordinate the development of acquisition planning and project documentation with program and support managers, Chief of Staff and OST. [Old G-AT 1.c, 1.h -- amended]
- i. Coordinate staffing and budget implications of new projects with G-ARM, Sponsor, and G-CRC staff elements. [NEW]
- j. Serve as Chief of Acquisition's Ethics Advisor; provide guidance, training coordinating, and liaison with legal staffs for Standards of Conduct and procurement integrity matters. [NEW]
- k. Develop and submit annual recommended updates to the Chief Of Acquisition Business Plan. [NEW]
- l. Serve as the Headquarters Activity Competition Advocate. [NEW]
- m. Review, coordinate, and promulgate Headquarters non-major acquisition procedures and processes to ensure implementation of internal procedures in accordance with Federal, Departmental, and/or Coast Guard policies. [NEW]

[Old G-AT 1.m, 1.p, 1.d, 1.q -- deleted]

PROJECT MANAGERS

1. Under the general direction and supervision of the Chief of Acquisition, each Project Manager and staff is responsible for the planning, execution, and coordination of the projects assigned. These efforts require the Project Manager to:
 - a. Ensure that projects are managed in accordance with Chief of Staff approved charters and in compliance with DOT directives, Congressional mandates, and approved project documentation using sound business practices. Project Manager's shall be guided by the Commandant's Long Range View, Program Descriptions, Major Systems Acquisition Candidate (MSAC), Mission Needs Statement (MNS), Charter, Acquisition Plan (AP), and the Office of Acquisition Business Plan. Coordinate with appropriate Program and Support Managers on past efforts (including R&D) for the acquisition project, and plans for appropriate future efforts. [Old PM 1.a]
 - b. Manage all aspects of each project throughout the acquisition process to ensure that Life Cycle Costs (LCC) are minimized. Conduct thorough review of changes in requirements and contract to evaluate impact on LCC. [NEW]
 - c. Manage all aspects of each project to meet cost, schedule, performance and integrated logistics support goals. Adjust cost, schedule and performance goals within the authority provided in the Project Manager's charter. Chair the System Configuration Control Board. [Old PM 1.b]
 - d. Organize and lead the project matrix team, which consists of dedicated project staff and designated matrix members who provide the functional expertise necessary for the execution of project tasks. [NEW]
 - e. Act as the central focal point for project specific information within the Coast Guard for the project assigned. Answer queries from higher authority and provide project liaison with OST. [Old PM 1.c]
 - f. Develop the Project Management Plan (PMP) in accordance with standard guidance for Chief of Staff approval. Task appropriate Headquarters elements with those work items and activities necessary for successful completion of the acquisition project. [Old PM 1.d]
 - g. Act as the project advocate for resource change proposals and reprogramming actions throughout the planning, programming and budgeting process. Provide guidance to G-ARM in the preparation of appropriate budget documents. Generally, the Facility Managers will initiate and

develop follow-on Operating Expense Resource Change Proposals (RCPs). [Old PM 1.e]

- h. Plan for and acquire adequate resources to meet project goals. Coordinate with program/support managers to assign duties outside G-A when necessary. Manage contractor support as required. [Old PM 1.f]
- i. Exercise approval control over all project funds. Maintain project financial plan and monitor its execution. Approve all budget modifications and ensure a complete audit trail of project funds. [Old PM 1.g]
- j. Participate in liaison with all Federal departments and agencies for project specific issues. [Old PM 1.h]
- k. Act as principle advisor to all formal project specific source selection activities. [Old PM 1.i]
- l. Participate in negotiations and draft Memorandums of Understanding for Inter-Agency Support Agreements related to major system acquisitions. [Old PM 1.j]
- m. Plan the establishment of and supervise Project Resident Offices (PRO) required to construct and deliver the assigned system. [Old PM 1.k]
- n. Define logistic support requirements and constraints and perform activities to design, procure, put in place, activate, and hand off to support managers the logistic support assets needed to sustain the new system's operational effectiveness over its planned service life. [Old PM 1.l]
- o. Ensure readiness and supportability considerations are integrated into operational and technical requirements and system engineering, design and production activities. Ensure that logistic support arrangements are evaluated during developmental and operational test and evaluation (T&E). [Old PM 1.m]
- p. Perform systems engineering to convert operational requirements contained in Sponsor's Requirements Documents (SRDs) into the performance and technical requirements which will govern engineering and production. [Old PM 1.n]
- q. Perform technical reviews and configuration audits to control the evolving configuration of the acquired system as requirements definition, systems engineering, design, and production work proceeds. Maintain configuration identification documentation and perform configuration status accounting. [Old PM 1.o]

- r. Coordinate those T&E activities needed to demonstrate that system performance, technical and operational requirements have been met. [Old PM 1.p]
- s. Ensure that system operational availability requirements are defined, and that reliability and maintainability trade-offs are identified and considered during the course of requirements definition and systems engineering, design and production. [Old PM 1.q]
- t. Considering the resources actually made available through the budget process, ensure that both system design and logistic support arrangements are optimized to provide the required level of operational capability and effectiveness at the minimum acquisition and life-cycle cost. [Old PM 1.r]
- u. Develop logistic support arrangements for the system being acquired, ensuring that support organizations are tasked with:
 - (1) Planning maintenance support, to include defining what work will be performed at the organizational, intermediate, and depot levels and by whom (government or contract personnel). [Old PM 1.s.1]
 - (2) Planning supply support, to include defining what support materiel will be stocked in organizational, intermediate, and depot level inventories and by whom (government or contract personnel). [Old PM 1.s.2]
 - (3) Determining staffing requirements for both the new system and any support facilities required. [Old PM 1.s.3]
 - (4) Determining training requirements for both personnel who will staff the new system and personnel who will staff any support facilities required. [Old PM 1.s.4]
 - (5) Determining requirements for tools and test equipment, support equipment, and training devices for both the new system and any support facilities required. [Old PM 1.s.5]
 - (6) Determining requirements for technical data needed to install, operate, and maintain equipment in the new system and in any support facilities required; determining requirements for logistics technical data needed to complete logistic support arrangements. [Old PM 1.s.6]

- (7) Determining requirements for construction or alteration of logistic support facilities needed to provide support for the new system. [Old PM 1.s.7]
- (8) In conjunction with the Director of C2/IRM, determining the automated data processing support needed to perform both logistic support and configuration management functions; determining support required by embedded computer systems. [Old PM 1.s.8]
- (9) Estimating the total resources (billets and dollars) required to design, procure, put in place, activate and hand off to responsible support organizations the assets needed to provide the new system logistic support as arranged. [Old PM 1.s.9]

**ACQUISITION RESOURCE MANAGEMENT STAFF
(G-ARM)**

1. Under the direction and supervision of the Chief of Acquisition, the Chief, Acquisition Resource Management Staff shall provide planning and programming support to acquisition management and decision-making activities, budgeting and financial management services, administrative support, and internal and external reporting activities. To provide this support the Staff shall:
 - a. Administer and coordinate the Strategic Planning, Programming, Budgeting, Evaluation and Execution System for the Chief of Acquisition, including the preparation and submission of data for budgetary justification purposes. Serve as focal point for all budget information for the Chief of Acquisition organization. Provide planning, programming, budgeting and accounting services. [Old ARM 1.a]
 - b. Coordinate all military and civilian personnel matters. Provide guidance and career counseling for military members in the acquisition field. [Old ARM 1.b..amended]
 - c. Coordinate reporting requirements for the Chief of Acquisition organization. [NEW]
 - d. Coordinate the development and maintenance of the Chief of Acquisition organization Business Plan. [NEW]
 - e. Develop and maintain a consolidated, strategic plan for the acquisition support program in coordination with the project managers and staff chiefs. [Old ARM 1.d]
 - f. Supervise and coordinate the administrative logistics, administration of AFC-30 and AC&I funds, and other administrative matters within G-A. [Old ARM 1.f..amended]
 - g. Coordinate with the Systems Directorate the integration of the Chief of Acquisition management information system (MIS) into the Coast Guard MIS. [Old ARM 1.g]
 - h. Provide graphics services (such as slides and PERT/CPM charts using state-of-the-art software/hardware) in support of project management needs. [Old ARM 1.h]

**PLANNING DIVISION
(G-ARM-1)**

1. Under the direction and supervision of the Chief, Acquisition Resource Management Staff, the Chief, Planning Division shall:
 - a. Administer and coordinate the Strategic Planning, Programming, Budgeting, Evaluation and Execution System (SPPBEES) for the Chief of Acquisition. [Old G-ARM-1 1.a.]
 - b. Assist Project Managers in planning financial requirements and submitting necessary resource requirements documents. [Old G-ARM-1 1.b.]
 - c. Review annual project budget submissions and monitor progress through the budget process. Coordinate queries from OST, OMB, and Congress. [Old G-ARM-1 1.c.]
 - d. Implement the Strategic IRM Plan (SIRMP) in the Chief of Acquisition organization. [Old G-ARM-1 1.d.]
 - e. Determine Chief of Acquisition's MIS needs and provide the required ADP hardware/software to meet identified needs. [Old G-ARM-1 1.f. amended]
 - f. Coordinate reporting requirements for the Chief of Acquisition organization. [NEW]

**RESOURCE MANAGEMENT DIVISION
(G-ARM-2)**

1. Under the direction and supervision of the Chief, Acquisition Resource Management Staff, the Chief, Resource Management Division shall:
 - a. Prepare recommendations for annual Chief of Acquisition organization billet requirements. Prepare personnel and administrative support resource requirement RCPs. [Old G-ARM-2 1.a.]
 - b. Coordinate the administrative requirements of the Chief of Acquisition organization. [Old G-ARM-2 1.b.]
 - c. Provide financial planning and financial management for the Chief of Acquisition organization, including coordinating, preparing and updating required external financial management data such as planned apportionments, obligations and outlays. [G-ARM-2 1.c.]
 - d. Manage execution of appropriations including maintaining a system of fund, resource, cost, revenue, and reconciliation accounts. [G-ARM-2 1.d.]
 - e. Review all planned expenditures of funds in accordance with approved budget plans for the projects and the acquisition organization. [G-ARM-2 1.e.]
 - f. Prepare financial information for project status reviews. Maintain a system of financial records for projects and account expenditures. [G-ARM-2 1.f.]
 - g. Coordinate military and civilian personnel management responsibilities including ensuring that necessary actions required by personnel management procedures are accomplished. [G-ARM-2 1.g.]
 - h. Supervise the Chief of Acquisition organization training requirements which include:
 - (1) Coordinate the education and training activities, other than post graduate, of the organization to include the identification, planning, review, and evaluation of training programs in support of organizational missions and goals. [G-ARM-2 1.h.1.]
 - (2) Identify the need for training based on needs analysis of positions supporting the acquisition process. [G-ARM-2 1.h.2.]

- (3) Develop and submit training plans as required. Maintain liaison with G-PTP and G-PC for implementation of approved training plans. [G-ARM-2 1.h.3.]
 - (4) Estimate the cost of training needed and develop a training budget. [G-ARM-2 1.h.4.]
 - (5) Locate possible sources for the required training either with DoT, DoD, Coast Guard, other agencies or commercial vendors. [G-ARM-2 1.h.5.]
- i. Provide graphics services (such as slides and PERT/CPM charts using state-of-the-art software/hardware) in support of project management needs. [G-ARM-2 1.i.]

CONTRACT SUPPORT STAFF

(G-ACS)

1. Under the general guidance of the Chief of Acquisition, the Chief, Contract Support Staff provides contract management services for both major and non-major acquisitions of products and services at the Headquarters level. In providing these services the Contract Support Staff will:

- a. Establish and maintain advance procurement plans consistent with the prescribed process and customer needs, and serve as an advisor to the Chief of Acquisition in matters of procurement planning, strategy and execution. [Old G-ACS 1.a]
- b. Administer the contracts program for the Chief of Acquisition projects and the requirements of other Headquarters Directors in conformity with applicable Federal, Department of Transportation, and Coast Guard Acquisition Regulations and related procedures. [Old G-ACS 1.b]
- c. Draft and negotiate all inter-agency agreements necessary to procure supplies and services from other government agency contracts. Support the Headquarters Program and Acquisition governmental sources for their needs. [Old G-ACS 1.c]
- d. Serve as the Chief of the Contracting Office (COCO) for all contracts within the Chief of Acquisition organization and those administered by project resident offices at contractor facilities and those administered at field offices as required. [Old ACS 1.d ..amended]
- e. Direct the activity of the contracting officers and staffs assigned to G-ACS. Approve the designation of the Fee Determining Official for all contracts in their area of responsibility. [Old G-ACS 1.e..amended]
- f. Develop and maintain appropriate standards for performance and management systems to totally manage the contract program in the support of systems acquisitions. [Old G-ACS 1.f]
- g. Respond to the requirements of Acquisition Project Managers in identifying, planning, and scheduling the procurement activities which must be performed over the course of each major system acquisition project. [Old G-ACS 1.g..amended]

- h. Respond to requirements of the Headquarters Program and Support Managers in identifying, planning, and scheduling the procurement activities which must be performed over the course of each acquisition. [Old G-ACS 1.g..amended]
- i. Serve as Chairman of the Source Evaluation Board. Ensure that source selection process is adhered to and submit reports to the Source Selection Official. [NEW]
- j. Provide cost and price analysis services to Headquarters contracting officers, contract specialists, requiring offices, Source Evaluation Boards (SEBs), and pre-award survey teams. [Old G-ACS-4 1.a]
- k. Advise and assist field contracting offices regarding cost and pricing problems. [Old G-ACS-4 1.b]

SYSTEMS CONTRACT SUPPORT DIVISION

G-ACS-1

MARINE SAFETY AND HUMAN RESOURCE CONTRACT SUPPORT DIVISION

G-ACS-2

OPERATIONS CONTRACT SUPPORT DIVISION

G-ACS-3

1. Under the direction and guidance of the Chief, Contract Support Staff, the Chiefs of the above divisions shall provide non-major acquisition support to the following Deputy Chief of Staff organizations: G-ACS-1 for the Deputy Chief of Staff Systems; G-ACS-2 for the Deputy Chief of Staff Marine Safety and the Deputy Chief of Staff Human Resources; G-ACS-3 for the Deputy Chief of Staff Operations. This support will require the divisions to:

- a. Act as Acquisition, Administration, and Termination Contracting Officer for all contracts in the assigned area of responsibility in conformity to applicable Federal Acquisition Regulations, Transportation Acquisition Regulations, Coast Guard acquisition policy and related procedures. [Old G-ACS 1 & 2.a]
- b. Maintain liaison with other Headquarters components to ensure timely planning for future acquisition programs and initiation of procurements, with particular emphasis on selecting the type and method of acquisition early enough to meet the applicable requirements of the prescribed acquisition process. [Old G-ACS 1 & 2.b]
- c. Maintain for public examination copies of bids received, Invitations for Bids issued, and files of bids/abstracts showing by Invitation number, bids received, bid prices, awards, and contract numbers. [Old G-ACS 1 & 2.f amended]
- d. Develop and implement acquisition strategies in support of Program, Support and Project Managers. [Old G-ACS 1 & 2.e amended]
- e. Prepare solicitations and all supporting documentation and conduct negotiations as necessary to establish formal contracts at a fair and reasonable price. [Old G-ACS 1 & 2.c..amended]
- f. Formulate, award, administer, closeout, terminate and archive contracts resulting from Headquarters acquisition requirements. [Old G-ACS 1 & 2.d..amended]

- g. Prepare Military Interdepartmental Purchase Requests (MIPRs) and Reimbursable Agreements (RAs) for other than major systems acquisitions, in accordance with applicable requirements. [Old G-ACS 1 & 2.g]
- h. Administer the, Freedom of Information Act program for the Chief of Acquisition. [NEW]
- i. Serve as the Procuring Contracting Officer for applicable field offices. [NEW]

**MAJOR SYSTEMS
PLATFORMS CONTRACT SUPPORT DIVISION
(G-ACS-4)**

**MAJOR SYSTEMS
INFORMATION TECHNOLOGY SYSTEMS CONTRACT SUPPORT DIVISION
(G-ACS-5)**

1. Under the direction and supervision of the Chief, Contract Support Staff, the Chiefs of the Major Systems Acquisition Divisions shall provide procurement management services for major acquisition projects in support of the cognizant matrix organization as coordinated by the G-A Project Manager. The support will require the divisions to:

- a. Act as Acquisition and Administrative Contracting Officer for all contracts in the assigned area of responsibility in conformity to applicable Federal Acquisition Regulations, Transportation Acquisition Regulations, Coast Guard acquisition policy and related procedures. [Old G-ACS-3 1.a..amended]
- b. Prepare solicitations which will eventually result in the issuance of formal contracts. [Old G-ACS-3 1.d amended]
- c. Maintain for public examination copies of bids received, Invitations for Bids issued, and files of bids/abstracts showing by Invitation number, bids received, bid prices, awards, and contract number. [Old G-ACS-3 1.f..amended]
- d. Formulate, award, administer, closeout, and terminate contracts resulting from Headquarters acquisition requirements. [Old G-ACS-3 1.e..amended]
- e. Maintain liaison with other Headquarters components to insure timely initiation and planning for future acquisition programs, both funded and unfunded, with particular emphasis on selection of the type and method of acquisition early enough to achieve full consistency among the acquisition support documents. [Old G-ACS-3 1.c..amended]
- f. Provide contract specific technical guidance and oversight to the Commanding Officers of Project Resident Offices at contractor facilities engaged in contract work for projects under G-A cognizance. [Old G-ACS-3 1.g amended]

- g. Serve as Procuring Contracting Officer for Project Resident Offices at contractor facilities in contract work for projects under G-A cognizance. [NEW]

**CONTRACT PLANNING AND PROCEDURES DIVISION
(G-ACS-S)**

1. Under the direction and supervision of the Chief, Contract Support Staff, the Contract Planning and Procedures Division shall provide analytical and administrative support for the Contract Support Staff. The support will require the division to:
 - a. Oversee, manage and monitor the Division's Small and Disadvantaged Business Utilization Program. [Old G-ACS-4 1.j]
 - b. Obtain and manage the audits necessary to support assigned contract responsibilities, including contractor claims. Maintain ongoing liaison with various Government audit agencies. [Old G-ACS-4 1.c..amended]
 - c. Monitor the Contract Support Staff budget. [Old G-ACS-4 1.p]
 - d. Conduct independent review of contracts/solicitations for format, clause selection, adequacy of file documentation, and compliance with laws, regulations, and policies/procedures. [Old G-ACS-4 1.e..amended]
 - e. Develop, maintain and update the Contract Support Staff Standard Operating Procedures (SOPs) implementing applicable laws, regulations, and OST/USCG policies. [Old G-ACS-4 1.f]
 - f. Conduct periodic internal audits of the Staff operation utilizing Coast Guard's Procurement Management Review (PMR) criteria; serve as point of contact for external audits, and control/coordinate responses to those audits (IG, GAO, DCAA, CPM etc.). [Old G-ACS-4 1.g amended]
 - g. Serve as central point of control for recurring or incident reports on Staff procurement activities. [Old G-ACS-4 1.m]
 - h. Develop and submit annual recommended updates to the Chief of Acquisition Business plan. [Old G-ACS-4 1.m amended]
 - i. Manage and coordinate staff personnel activities, including upward mobility, OST interns, promotions, performance evaluations, vacancy recruitments, and other current/future staffing needs. [Old G-ACS-4 1.1..amended]
 - j. Serve as staff TQM coordinator. [NEW]
 - k. Oversee, manage and operate the ACPMIS which includes Pre-award Tracking System (PTS), Contract Tracking System

(CTS), and Document Generation System (DGS). Update CTS and PTS milestones for the staff. Develop all routine and special ACPMIS reports. [NEW]

1. Develop solicitation and contract documents for the staff. [NEW]
- m. Provide administrative support service for G-ACS including: bid processing, reporting on government property held by Headquarters contractors, training coordinator, and maintaining reference library. [NEW]

**QUALITY SUPPORT STAFF
(G-AQA)**

1. Under the direction and supervision of the Chief of Acquisition, the Chief, Quality Support Staff shall conduct quality assurance activities in support of Headquarters major and non-major systems acquisition projects and assist in the development and maintenance of standard Coast Guard QA procedures and practices. This requires the staff to:
 - a. Conduct independent reviews of statements of work, specifications, and contracts and provide corrective language to ensure that solicitation packages: (1) are enforceable; (2) adequately describe the end item to be procured; and (3) will result in procurement of a system which meets the sponsor's requirements. [Old AQA 1.d]
 - b. Evaluate prospective contractor quality assurance systems to ensure the contractor is capable of delivering a quality product in a timely manner, and enforce the prescribed standard when the contract is in force. [Old AQA 1.e..amended]
 - c. Maintain a library of standard specifications. [Old AQA 1.f]
 - d. Assist acquisition project managers in translating operational requirements into technical requirements. [Old AQA 1.h]
 - e. Provide quality planning, process control, and process improvement support to Office acquisition activities. Assist other Coast Guard contracting entities as necessary. [NEW]
 - f. Act as G-A TQM Coordinator. Coordinate Total Quality Management initiatives throughout the organization. [NEW]
 - g. Develop and submit annual recommended updates to the Chief of Acquisition Business Plan. [NEW]
 - h. Develop and maintain standard quality assurance procedures and practices. Maintain COMDTINST M4855.1, Comptroller Manual Chapter X and COMDTINST M4121.3, Specification Development Manual. [Old AQA 1.a amended]
 - i. Sponsor training in developing contract specifications and statements of work for acquisitions. [Old AQA 1.c & AQA-3 1.d amended]

SYSTEMS QUALITY SUPPORT DIVISION
(G-AQA-1)

1. Under the direction and supervision of the Chief, Quality Support Staff, the Systems Quality Support Division supports all Headquarters acquisitions except those that purchase command, control, communications, and information systems. To support acquisitions the division shall:
 - a. Maintain knowledge of latest quality assurance, reliability, maintainability, and configuration management techniques. Be familiar with military, governmental, and industrial standards. [Old AQA-1 1.a]
 - b. Provide technical support for acquisition planning and developing specifications and statements of work. [Old AQA-1 1.d..amended]
 - c. Review statements of work, specifications, and contracts to assure streamlining application and requirements traceability and enforceability. Recommend appropriate contract quality levels. [Old AQA-1 1.b..amended]
 - d. Serve on proposal and source selection teams, and provide contract negotiations QA technical support. [Old AQA-1 1.c..amended]
 - e. Assign Quality Assurance Representatives (QARs) to contracts and supervise QARs performing their duties. [Old AQA-2 1.a..amended]
 - f. Provide technical support for Pre-Award surveys and Post-Award conferences. [Old AQA-2 1.b..amended]
 - g. Serve as Contracting Officer's Technical Representative for Independent Validation and Verification (IV&V) contracts. [Old AQA-2 1.c]
 - h. Audit, monitor, and surveil contractor performance to verify conformance to contract requirements and provide early warning of cost overruns and schedule delays. [Old AQA-2 1.d..amended]
 - i. Provide independent reviews for contractor proposals, modifications, and waiver requests. [Old AQA-2 1.e]
 - j. Analyze test plans, specific test requirement needs, monitor and witness test conduct. [Old AQA-2 1.g amended]
 - k. Review and approve contract data requirements lists (CDRLs). [NEW]
 - l. Serve as the Chief of Acquisition Total Quality Management (TQM) advisor. Provide support services

- l. Serve as the Chief of Acquisition Total Quality Management (TQM) advisor. Provide support services related to the development, implementation, and oversight of TQM processes within the Chief of Acquisition organization. [NEW]
- m. Serve as secretary for the Chief of Acquisition Quality Management Board. Arrange meetings, prepare meeting agenda and meeting minutes, and serve as meeting facilitator. [NEW]
- n. Maintain awareness of TQM advancements by representing the Chief of Acquisition at TQM meetings, conferences, public appearances, and by working with other Coast Guard organizations, federal agencies and private sector organizations in sharing TQM related information. [NEW]
- o. Monitor TQM efforts throughout the Chief of Acquisition organization. [NEW]
- p. Coordinate TQM training for personnel working in the Chief of Acquisition organization. [NEW]
- q. Ensure an adequate pool of TQM facilitators is maintained to meet the Chief of Acquisition organizational needs. Coordinate utilization of facilitators. [NEW]

**C4 QUALITY SUPPORT DIVISION
(G-AQA-2)**

1. Under the direction of the Chief, Quality Support Staff, the C4 Quality Support Division supports all acquisitions that procure command, control, communications and information systems. To support these acquisitions the division shall:
 - a. Maintain knowledge of latest quality assurance, reliability, maintainability, and configuration management techniques. Be familiar with military, governmental, and industrial standards. [Old AQA-1 1.a]
 - b. Provide technical support for acquisition planning and developing specifications and statements of work. [Old AQA-1 1.d..amended]
 - c. Review statements of work, specifications, and contracts to assure streamlining application and requirements traceability and enforceability. Recommend appropriate contract quality levels. [Old AQA-1 1.b..amended]
 - d. Serve on proposal and source selection teams, and provide contract negotiations QA technical support. [Old AQA-1 1.c..amended]
 - e. Assign Quality Assurance Representatives (QARs) to contracts and supervise QARs performing their duties. [Old AQA-2 1.a..amended]
 - f. Provide technical support for Pre-Award surveys and Post-Award conferences. [Old AQA-2 1.b..amended]
 - g. Serve as Contracting Officer's Technical Representative for Independent Validation and Verification (IV&V) contracts. [Old AQA-2 1.c]
 - h. Audit, monitor, and surveil contractor performance to verify conformance to contract requirements and provide early warning of cost overruns and schedule delays. [Old AQA-2 1.d..amended]
 - i. Provide independent reviews for contractor proposals, modifications, and waiver requests. [Old AQA-2 1.e]
 - j. Analyze test plans, specific test requirement needs, monitor and witness test conduct. [Old AQA-2 1.g amended]
 - k. Review and approve contract data requirements lists (CDRLs). [NEW]

- l. Develop policy, procedures, and standards for the preparation and review of specifications and statements of work. [Old AQA-3 1.a]
- m. Serve as technical advisor and provide support for execution of software capability evaluations (SCE). [NEW]
- n. Maintain and coordinate development and promulgation of policy and procedure guidance for all acquisition related quality assurance including surveillance and evaluation of contractor quality programs and of internal Coast Guard acquisition related processes. [NEW]
- o. Sponsor acquisition quality assurance related training. [Old AQA-3 1.d..amended]

CHIEF OF ACQUISITION
(G-A)

Under the functions heading add the following if the AC&I alternative is adopted.

Functions:

- c. Manage the annual AC&I FTE allowance and execute the annual AC&I funds appropriation.

ALTERNATIVE ACQUISITION RESOURCE MANAGEMENT STAFF
(G-ARM)

1. Under the direction and supervision of the Chief of Acquisition, the Chief, Acquisition Resource Management Staff shall provide planning and programming support to acquisition management and decision-making activities, budgeting and financial management services, administrative support and internal and external reporting activities. To provide this support the Staff shall:
 - a. Administer and coordinate the Strategic Planning, Programming, Budgeting, Evaluation and Execution System for the Chief of Acquisition, including the preparation and submission of data for budgetary justification purposes. Serve as focal point for all budget information for the Chief of Acquisition organization. Provide planning, programming, budgeting and accounting services. [Old ARM 1.a]
 - b. Organize and be team leader for a matrix organization with decision making authority to decide distribution, allocation, and programming/reprogramming of the AC&I FTE authorized annually. [NEW]
 - c. Supervise and coordinate the execution of the annual AC&I appropriation. [NEW]
 - d. Manage the Acquisition, Construction and Improvements (AC&I) Appropriation Service-wide. This includes establishment and execution of annual financial plans, allocation and adjustment of funds to project managers, and promulgation of general policies and procedures for AC&I administration and management. Budget, allocate and manage funds appropriated in the AC&I "Personnel and Related Support" category. [NEW]
 - e. Manage the Acquisition, Construction, and Improvement position/billets Service-wide. This includes the

ENCLOSURE (6)

coordination of positions/billets requirements/justifications and the distribution of personnel resources among Headquarters, districts, MLCs, and units as required. [NEW]

- f. Prepare the Coast Guard's long range and current services AC&I budgets for presentation to OMB and Congress. [NEW]
- g. Coordinate all military and civilian personnel matters. Provide guidance and career counseling for military members in the acquisition field. [Old ARM 1.b..amended]
- h. Coordinate reporting requirements for the Chief of Acquisition organization. [NEW]
- i. Coordinate the development and maintenance of the Chief of Acquisition organization Business Plan. [NEW]
- j. Develop and maintain a consolidated, strategic plan for the acquisition support program in coordination with the project managers and staff chiefs. [Old ARM 1.d]
- k. Coordinate the administrative logistics, administration of AFC-30 funds, and other administrative matters within G-A. [Old ARM 1.f..amended]
- l. Coordinate with the Systems Directorate the integration of the Chief of Acquisition management information system (MIS) into the Coast Guard MIS. [Old ARM 1.g]
- m. Provide graphics services (such as slides and PERT/CPM charts using state-of-the-art software/hardware) in support of project management needs. [Old ARM 1.h]

**PLANNING DIVISION
(G-ARM-1)**

1. Under the direction and supervision of the Chief, Acquisition Resource Management Staff, the Chief, Planning Division shall:
 - a. Administer and coordinate the Strategic Planning, Programming, Budgeting, Evaluation and Execution System (SPPBEES) for the Chief of Acquisition. [Old G-ARM-1 1.a.]
 - b. Assist Project Managers in planning financial requirements and submitting necessary resource requirements documents. [Old G-ARM-1 1.b.]
 - c. Review annual project budget submissions and monitor progress through the budget process. Coordinate queries from OST, OMB, and Congress. [Old G-ARM-1 1.c.]
 - d. Implement the Strategic IRM Plan (SIRMP) in the Chief of Acquisition organization. [Old G-ARM-1 1.d.]
 - e. Determine Chief of Acquisition's MIS needs and provide the required ADP hardware/software to meet identified needs. [Old G-ARM-1 1.f. amended]
 - f. Coordinate reporting requirements for the Chief of Acquisition organization. [NEW]

**RESOURCE MANAGEMENT DIVISION
(G-ARM-2)**

1. Under the direction and supervision of the Chief, Acquisition Resource Management Staff, the Chief, Resource Management Division shall:
 - a. Serve as voting member of AC&I personnel matrix organization and provide recording secretary services for that organization. Execute the decisions of the matrix organization. [NEW]
 - b. Perform the following functions, as appropriate, with respect to the Acquisition, Construction and Improvement Appropriation:
 - (1) Submit prescribed reports on the management and status of appropriations. [NEW]
 - (2) Ensure that any significant deviations from approved financial plans are justified, and that reprogramming of funds is accomplished in accordance with applicable laws, regulations and policy. [NEW]
 - c. Perform day-to-day management duties for execution of the Acquisition, Construction and Improvement Appropriation. Coordinate with project managers to develop recommendations on resource allocation and other AC&I budget execution issues. [NEW]
 - d. Coordinate refunds with other Coast Guard appropriations and reimbursables with external agencies. [NEW]
 - e. Coordinate the distribution of AC&I personnel resources among Headquarters, districts, MLCs. and units as required to effectively administer the AC&I program. Establish and maintain accurate records for coordinated control of all AC&I positions and billets. [NEW]
 - f. Prepare financial information for project status reviews. Maintain a system of financial records for projects and account expenditures. [G-ARM-2 1.f.]

ADMINISTRATION DIVISION
(G-ARM-3)

1. Under the direction and supervision of the Chief, Acquisition Resource Management Staff, the Chief, Administration Division shall:
 - a. Prepare recommendations for annual Chief of Acquisition organization billet requirements. Prepare personnel and administrative support resource requirement RCPs. [Old G-ARM-2 1.a.]
 - b. Coordinate the administrative requirements of the Chief of Acquisition organization. [Old G-ARM-2 1.b.]
 - c. Provide financial planning and financial management for the Chief of Acquisition organization, including coordinating, preparing and updating required external financial management data such as planned AFC-30 and AFC-56 apportionments, obligations and outlays. [G-ARM-2 1.c.]
 - d. Manage execution of AFC 30 and AFC-56 appropriations including maintaining a system of fund, resource, cost, revenue, and reconciliation accounts. [G-ARM-2 1.d.]
 - e. Review all planned expenditures of AFC-30 and AFC-56 funds in accordance with approved budget plans for the projects and the acquisition organization. [G-ARM-2 1.e.]
 - f. Coordinate military and civilian personnel management responsibilities including ensuring that necessary actions required by personnel management procedures are accomplished. [G-ARM-2 1.g.]
 - g. Supervise the Chief of Acquisition organization training requirements which include:
 - (1) Coordinate the education and training activities, other than post graduate, of the organization to include the identification, planning, review, and evaluation of training programs in support of organizational missions and goals. [G-ARM-2 1.h.1.]
 - (2) Identify the need for training based on needs analysis of positions supporting the acquisition process. [G-ARM-2 1.h.2.]
 - (3) Develop and submit training plans as required. Maintain liaison with G-PTP and G-PC for implementation of approved training plans. [G-ARM-2 1.h.3.]

- (4) Estimate the cost of training needed and develop a training budget. [G-ARM-2 1.h.4.]
 - (5) Locate possible sources for the required training either with DoT, DoD, Coast Guard, other agencies or commercial vendors. [G-ARM-2 1.h.5.]
- h. Provide graphics services (such as slides and PERT/CPM charts using state-of-the-art software/hardware) in support of project management needs. [G-ARM-2 1.i.]

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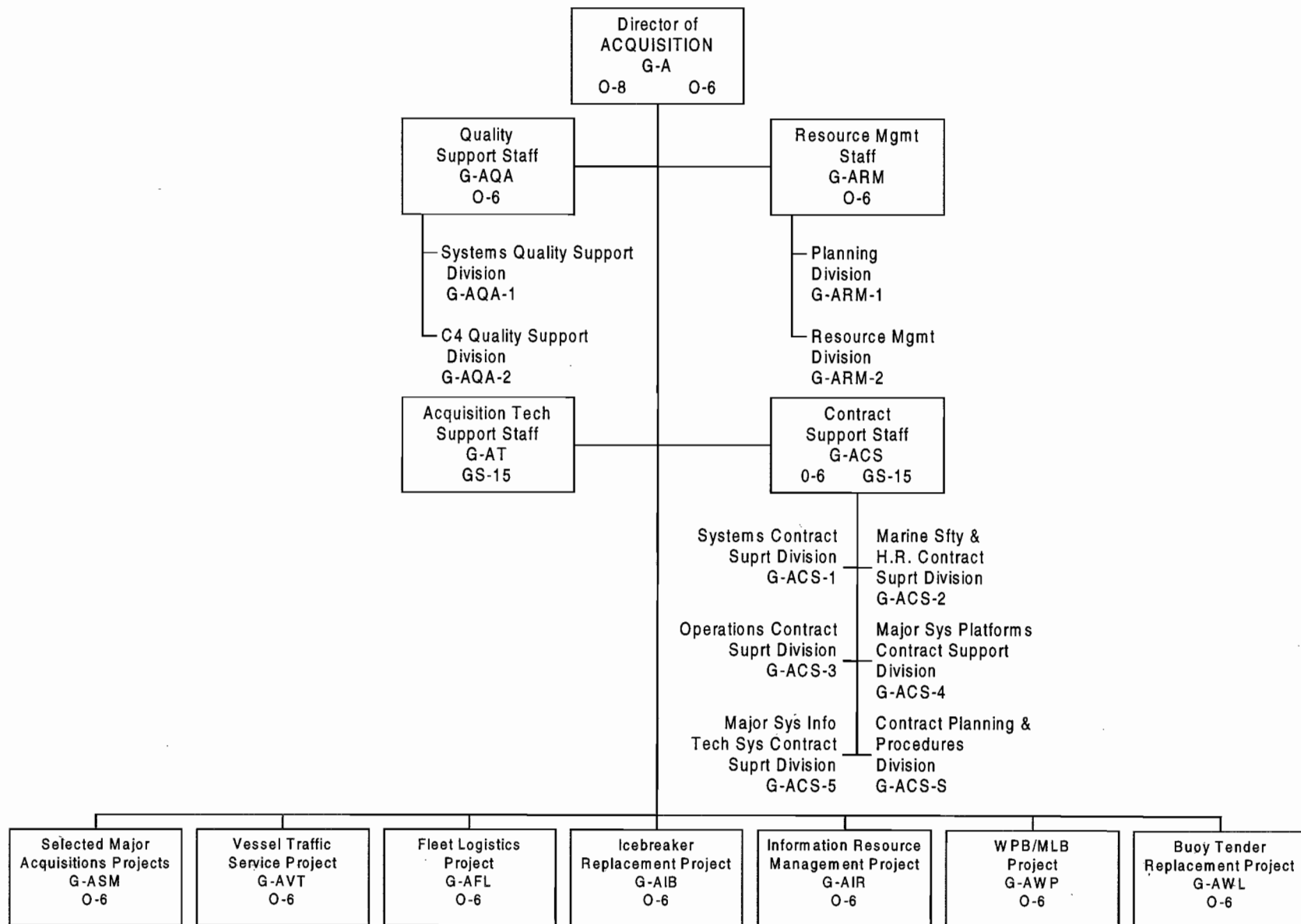
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ACQUISITION



OPERATIONS DIRECTORATE

(G-0)

DEPUTY CHIEF OF STAFF FOR OPERATIONS
(G-DCSO)

1. Mission. Develop basic policy, standards, and capability for the execution of Coast Guard operating programs.
2. Functions. Under the general direction and supervision of the Commandant, Vice Commandant, and Chief of Staff, the Deputy Chief of Staff for Operations shall establish operating program policy, guidance standards, plans and facility requirements for:
 - a. Enforcement of laws, treaties and Presidential Executive Orders applicable on, over and under the high seas, and waters under the jurisdiction of the United States.
 - b. Execution of maritime search and rescue operations on, over and under the high seas, and waters under the jurisdiction of the United States.
 - c. Coordinating the procurement, maintenance and operational management of cutters, aircraft, operational shore facilities and units, boats, and command and control infrastructure necessary to carry out the operational missions of the service.
 - d. Conducting mission analysis necessary to properly acquire and allocate resources to achieve optimum force structure and deployment to meet all operating program requirements.
 - e. Prevention of recreational boating casualties including enforcement of Federal laws and regulations, establishment of pleasure craft safety standards; administration of public awareness and boater education programs, and liaison with state and other boating safety authorities and organizations.
 - f. Maintenance and operation of an aids to navigation system, including short range and radio aids to navigation, to meet the needs of marine commerce, the boating public, the Armed Forces and air commerce.
 - g. Conducting polar operations to facilitate commercial marine transportation and to provide icebreaking services to meet scientific and logistic needs of Federal and non-Federal agencies.
 - h. Conducting domestic icebreaking to facilitate the movement of waterborne commerce and assist other agencies in the prevention of flooding.
 - i. Conducting the International Ice Patrol and coordination of marine science activities support for operating programs.

ENCLOSURE

- j. As the Senior Intelligence Officer (SIO) of the Coast Guard, coordinating the intelligence support necessary to carry out the operational missions of the Service.
- k. Oversight of the administration and operations of the Coast Guard Auxiliary.
- l. Conducting assessments of and exercising the operational readiness and capability of operating resources.
- m. Coordinate the development of Coast Guard defense and non-defense related contingency response plans with the Deputy Chief of Staff for Marine Safety.
- n. Approval of the location and clearance of bridges over navigable waters and the regulation of drawbridge operations. Administration of the alteration of bridges under the provisions of the Truman-Hobbs Act.
- o. Development, implementation and execution of Coast Guard's national security strategy, doctrine, and national defense role.
- p. Provide administrative control to the Coast Guard Investigative Service.
- q. At the direction of the Chief of Staff, assume the duties of the Coast Guard Operations Deputy to the Joint Staff.
- r. Serve as Program Director for Intelligence, Investigations and Security (GAI).

PLANNING & COORDINATION STAFF

(G-0-1)

1. Under the general direction and supervision of the Deputy Chief of Staff for Operations (DCSO), the Chief of the Planning and Coordination Staff shall:
 - a. Coordinate the DCSO's Strategic Planning, Programming, Budgeting, Execution, and Evaluation (SPPBEES) process. Ensure that the SPPBEES process is synchronized with the Office operations analysis and mission requirements process.
 - b. Conduct and coordinate strategic planning for the DCSO.
 - (1) Identify and assess domestic and international issues and trends that will likely affect Coast Guard operations and administration over the 5 to 15 year future. Develop background data, supporting analyses, and strategic options.
 - (2) Document periodic statements of goals, objectives, and strategic policy reflecting the DCSO's broad guidance.
 - c. Develop input to the Commandant's Executive Business Plan. Coordinate development of, and publish, all Program Planning documents, including the DCSO Business Plan and the DCSO Annual GPRA Performance Plan.
 - d. Coordinate development of the DCSO Capital Investment Plan.
 - e. Coordinate all strategic planning with other headquarters offices, with emphasis on integrated planning between DCSO and DCSM.
 - f. Provide staff support to the DCSO in addressing and resolving cross-programmatic issues via the Joint Operations/Marine Safety Coordinating Council (JOMSCC).
 - g. Assist in development and annual revision of the DCSO strategic five year IRM Plan (SIRMP), to identify DCSO IRM goals, objectives, and information needs.
 - h. Provide administrative support to the DCSO including day-to-day oversight of front office operations.
 - i. Coordinate the development and execution of the DCSO Financial Plan.
 - j. Provide support to administer funds allotted to the programs/staffs under the DCSO.

- k. Coordinate human resource and leadership policies for the DCSO.
- l. Perform the Consumer Affairs Officer function for the DCSO. Oversee operation of the Coast Guard Customer Info line. Coordinate replies with the appropriate offices.
- m. Coordinate responses to international requests for assistance with the International Affairs Staff of the Commandant.
- n. Administer the Federal Advisory Program and act as point of contact for coordination of all Coast Guard Committee Management activities with the Secretary of Transportation's staff.
- o. Direct the TQM program for the DCSO.
- p. Serve as DCSO POC for all external audits, inquiries, FOIA requests, and Congressionals.
- q. Coordinate the Research and Development Program for the DCSO.
- r. Supervise and coordinate the allocation of office space, military and civilian personnel management support, and act as Training Coordinator for the DCSO.
- s. Serve as the point of contact with the Headquarters Support Command for general administrative, housekeeping, utilities, and ADP installation support.
- t. Perform the Classified Material Control Officer and Security Officer function for the DCSO, G-0-1 and G-0-2 staffs.
- u. Coordinate DCSO regulatory and legislative activities.
- v. Coordinate special projects and studies as directed.

RESOURCE & BUDGET DIVISION
(G-O-1/1)

1. Under the general direction and supervision of the Chief of the Planning and Coordination Staff, the Chief of the Resource and Budget Division shall:
 - a. Coordinate Programming and Budgeting processes in the DCSO's overall SPPBEES cycle.
 - b. Coordinate the development and execution of the DCSO Financial Plan, by fostering development of coordinated office Financial Plans.
 - c. Coordinate development of the DCSO Capital Investment Plan.
 - d. ~~Provide support to administer funds allotted to the programs/staffs within the DCSO.~~
 - e. Coordinate the Research and Development Program for the DCSO.
 - f. Coordinate the AC&I process for the DCSO.
 - g. Coordinate Resource Change Proposals (RCP's), Legislative Change Proposals (LCP's), and other processes involving critical budget and resource issues for the DCSO.
 - h. Serve as principal point of contact for the DCSO on matters of financial management and budget execution.

STRATEGIC PLANNING COORDINATION DIVISION
(G-O-1/2)

1. Under the general direction and supervision of the Chief of the Planning and Coordination Staff, the Chief of the Strategic Planning Coordination Division shall:
 - a. Coordinate the Strategic Planning and Evaluation processes of the DCSO's overall SPPBEES cycle.
 - (1) Identify and assess domestic and international issues and trends that will likely affect Coast Guard operations and administration over the 5 to 15 year future. Develop background data, supporting analyses, and strategic options.
 - (2) Coordinate development and document periodic statements of goals, objectives, program measures of effectiveness, and strategic policy reflecting the DCSO's broad guidance.
 - b. Coordinate the Program Planning process for the DCSO. Develop input to the Commandant's Executive Business Plan.
 - c. Coordinate development of, review, and promulgate all Program Planning documents, including the DCSO Business Plan, the DCSO Annual Government Performance and Results Act (GPRA) Performance Plan, Program Directions and Program Descriptions.
 - d. Coordinate all strategic planning with other Headquarters offices, with emphasis on integrated planning between DCSO and G-M.
 - e. Provide staff support to the DCSO in his role on the Joint Operations/Marine Safety Coordinating Council (JOMSCC). Coordinate, as necessary, all JOMSCC issues with other Headquarters offices. Serve as the Secretariat for the JOMSCC.
 - f. Coordinate the DCSO strategic planning and evaluation process operations analyses and mission requirements processes, interacting with the Chief, Mission Requirements and Analysis Staff.
 - g. Participate in development of the DCSO's IRM strategic goals, objectives and information needs.

ADMINISTRATIVE COORDINATION & SUPPORT DIVISION
(G-0-1/3)

1. Under the general direction and supervision of the Chief of the Planning and Coordination Staff, the Chief of the Administrative Coordination and Support Division shall:
 - a. Provide administrative support to the DCSO including day-to-day oversight of front office operations.
 - b. Provide oversight for Secretarial and Congressional correspondence, records, operating guidelines and operational instructions.
 - c. Coordinate budget execution for the DCSO. Provide support to administer funds allotted to the programs/staffs. Administer the LUFS process.
 - d. Coordinate human resource, training, and leadership policies for the DCSO.
 - e. Perform the Consumer Affairs Officer function for the DCSO. Oversee operation of and act as COTR for Customer Info line (1-800#) contracted service. Coordinate replies with the appropriate office.
 - f. Coordinate responses to international requests for assistance with the International Affairs Staff of the Commandant.
 - g. Administer the Federal Advisory Program and act as point of contact for coordination of all Coast Guard Committee Management activities with the Secretary of Transportation's staff. Provide oversight for all required operating costs, Secretarial and Congressional correspondence, records, operating guidelines and operational instructions.
 - h. Coordinate the TQM program for the DCSO.
 - i. Serve as DCSO point of contact for all external audits, inquiries, FOIA requests, and Congressionals.
 - j. Supervise and coordinate the allocation of office space, military and civilian personnel management support, and act as Training Coordinator for the DCSO.
 - k. Serve as the point of contact with the Headquarters Support Command for general administrative, housekeeping, utilities, and ADP support.
 - l. Perform the Classified Material Control Officer and Security Officer function for the DCSO, G-0-1 and G-0-2 staffs.
 - m. Coordinate special projects and studies as directed.
 - n. Act as the Regulatory Coordinator for the DCSO.

MISSION REQUIREMENTS AND ANALYSIS STAFF
(G-O-2)

1. Under the general direction and supervision of the Deputy Chief of Staff for Operations and in close coordination with the staff of the Deputy Chief of Staff for Marine Safety, the Chief, Mission Requirements and Analysis Staff shall:
 - a. Provide continuous operational analysis to: validate that essential Coast Guard services are being delivered; identify deficiencies in current or projected capabilities; identify opportunities to enhance mission performance through advances in technology or changes to service doctrine; and provide input into capabilities and policy decisions to achieve optimum force structure and distribution.
 - b. Establish and maintain service policy for the development of contingency plans.
 - c. Establish and maintain service policy for exercising and evaluating contingency plans.
 - d. Establish a system for assessing the capability of Coast Guard resources to perform assigned Coast Guard missions.
 - e. Produce quantitative assessments of unit mission readiness, program effectiveness and contingency preparedness for program managers and operational commanders.
 - f. Comply with all planning, programming, and budgeting requirements for HQPC's contained in the U.S. Coast Guard Planning and Programming Manual (COMDTINST M16010.1 series).

PLANS AND EXERCISES DIVISION
(G-O-2/1)

1. Under the general direction and supervision of the Chief, Mission Requirements and Analysis Staff and in coordination with the staff of the Deputy Chief of Staff for Marine Safety, the Chief, Plans and Exercises Division shall:
 - a. Establish and maintain service doctrine for the development, review, and approval of defense and non-defense contingency plans to ensure compliance with national policies.
 - b. Establish and maintain service doctrine regarding the designation, activation and employment of Commander, Coast Guard Forces.
 - c. Establish and maintain service doctrine for developing, funding, conducting, evaluating, and reporting Coast Guard sponsored exercises and exercises sponsored by other agencies that involve Coast Guard participation.
 - d. Develop and maintain educational and experiential criteria for Coast Guard contingency and exercise planners. Coordinate development and implementation of appropriate service training with the staff of the Deputy Chief of Staff for Human Resources and Training.
 - e. In coordination with program managers, establish the type, frequency, extent, and level of Coast Guard participation in defense and non-defense exercises so as to assess contingency preparedness.
 - f. Review and monitor all field exercise proposals submitted by operational commanders and coordinate with program managers to ensure the appropriate level and types of exercises are conducted annually so as to meet operating program goals.
 - g. Coordinate service and Headquarters participation in national-level exercises.

OPERATIONS ANALYSIS AND EVALUATION DIVISION
(G-O-2/2)

1. Under the general direction and supervision of the Chief, Mission Requirements and Analysis Staff, the Chief, Operations Analysis and Evaluation Division shall:
 - a. Determine the required capability mix to meet existing operating program requirements/goals as well as defense and non-defense contingency response requirements.
 - b. Analyze and evaluate trends in actual operations and exercises to assess overall Coast Guard mission readiness.
 - c. Determine the overall capability of existing Coast Guard resources. Analyze resource capability information and trends provided by facility managers. Assess the impacts of end of service life projections of the Capital Investment Plan upon future capabilities.
 - d. Identify gaps and shortfalls between existing capabilities and those required to satisfy mission readiness, operating program requirements/goals and contingency preparedness. Analyze the mission impacts identified by program managers which result from these capability gaps.
 - e. Establish and review mission areas and corresponding characteristics for Coast Guard resources. Coordinate the development and maintenance of required operational capabilities (ROCs) and projected operational environments (POEs) for Coast Guard resources.
 - f. Assess policy/process changes, technological advancements or additional functional capability to satisfy capability gaps, deficiencies and shortfalls.
 - g. Analyze operational program managers' mission forecasts to develop and integrate future mission profiles into appropriate planning documents.
 - h. Prepare pre-acquisition documentation required by OMB Circular A-109. Develop Mission Analysis Reports (MAR) and Mission Needs Statements (MNS) as required.
 - i. Develop and maintain analysis capabilities to:
 - (1) Analyze, validate and evaluate existing, new and emerging functional requirements, program standards and measures of effectiveness.
 - (2) Evaluate doctrine, policy, tactics, and procedures.

(3) Evaluate the impact of technology.

(4) Evaluate force structure alternatives.

- j. Coordinate with appropriate program managers the review of all post-exercise reports and exercise evaluations submitted by operational commanders.
- k. Maintain close liaison with the staff of the Director for Acquisitions and appropriate project managers during the acquisitions process for new capabilities resources.
- l. Conduct special analytic studies as required.
- m. Assist operating program managers in developing and validating mission area functional requirements, program standards, measures of effectiveness and linkages to performance outcome goals.
- n. Manage the Remedial Action Program (RAP).

COAST GUARD INVESTIGATIVE SERVICE
(G-OIS)

1. Under the direction of the Vice Commandant, and under the supervision of the Deputy Chief of Staff for Operations, the Chief, Coast Guard Investigative Service shall:
 - a. Develop, plan, coordinate, administer, and evaluate policies, procedures, standards and products regarding the execution and performance of:
 - (1) A centralized Investigations Program, in support of Headquarters, Area, and District commands, or other agency law enforcement or regulatory functions, including:
 - a. Proactive and reactive criminal investigations in connection with suspected or alleged violations of Federal statute or the Uniform Code of Military Justice (UCMJ) by Coast Guard personnel, or affecting Coast Guard assets;
 - b. Personnel security or suitability investigations, including national agency checks;
 - c. An Anti-Fraud and Computer Crimes Investigation Program, aimed at detecting and reducing fraud, waste and abuse within or affecting the Coast Guard; and crimes perpetrated through the use of Coast Guard computer networks or systems, consistent with the overall policy and guidelines of the Coast Guard, the Federal Bureau of Investigation, and the DOT Office of the Inspector General;
 - d. A Counterintelligence/Counterterrorism Program, aimed at detecting and investigating subversion, terrorism, espionage, sabotage, treason, sedition, and defection involving or against Coast Guard personnel or facilities, or the United States, consistent with the overall policy and guidelines of the Federal Bureau of Investigation;
 - e. An Environmental Crimes Investigation Program, in conjunction with Coast Guard participation in interagency law enforcement efforts or task forces.
 - (2) A Protective Services Program designed to evaluate threats and provide adequate protection to Coast Guard officials and designated personnel when appropriate; and to assist other government agencies in the performance of their protective services duties.
 - b. Manage or participate in appropriate law enforcement searches, seizures, arrests, or apprehensions of persons

or property relating to the conduct of all criminal investigations by Coast Guard special agents.

- c. Review all applicable investigations conducted by other investigative agencies for appropriate Coast Guard action.
- d. Periodically conduct compliance inspections and evaluations of all Coast Guard Investigative Service offices.
- e. Develop criteria for and manage the recruitment, evaluation, selection, mentoring, training, assignment and location of all categories of Coast Guard Investigative Service special agents and support staff.
- f. Initiate or conduct highly sensitive or complex investigations involving suspected or alleged criminal activity by Coast Guard personnel or affecting Coast Guard assets.
- g. Coordinate the preparation and submission of manuals, instructions and budgetary and supporting documents relative to the Coast Guard Investigative Service.
- h. Develop, maintain and secure the master control index system(s) and central repository for personnel security and criminal investigative dossiers, records and files which are within the purview of the Investigative Service.
- i. Develop and maintain a law enforcement liaison network to provide and receive law enforcement support; gather and release law enforcement information and intelligence; and provide and receive training and instruction in areas relative to all missions; and to appropriately share law enforcement assets.
- j. Develop and maintain the ability to assign Coast Guard special agents to deploy with and provide investigative and protective support to Coast Guard or naval forces performing operational missions worldwide.
- k. Develop and manage Coast Guard law enforcement computer systems consistent with other Federal agencies and comply with all laws, instructions and guidance relating to integrated, computerized Federal law enforcement information systems.
- l. Participate in appropriate law enforcement task forces, training academies and study groups aimed at improving law enforcement services, investigations and crime protection.

DIRECTOR FOR OPERATIONS CAPABILITY
(G-OC)

1. Under the general direction of the Deputy Chief of Staff for Operations, the Director for Operations Capability shall:
 - a. Oversee the management, distribution, and operation of surface vessels, aircraft, boats, operational shore infrastructure and weapons systems in support of the operational needs of the service.
 - b. Establish operating support policy, guidance, standards, plans, and facility requirements for:
 - (1) Operational intelligence activities.
 - (2) Computer systems and databases for operational readiness, capability assessments and exercises.
 - (3) Operational command, control, and communications, information and sensor architecture.
 - c. Oversee the administration and operation of the Coast Guard Auxiliary.
 - d. Manage assigned enlisted rates and CWO specialties. Establish training requirements for personnel serving in all operational facilities.
 - e. Establish interfaces with all support managers to ensure that necessary support is provided to meet the operational needs of the service.

OFFICE OF AVIATION MANAGEMENT
(G-OCA)

1. Under the general direction and supervision of the Director for Operations Capability, the Chief, Office of Aviation Management shall:
 - a. Act as the Headquarters Planning Coordinator (HQPC) for all assigned multi-mission resources.
 - b. Manage the following processes as they relate to facility operation, maintenance and operational readiness: geographic distribution, facilities changes, manning, training, human factors determinations, analysis, research and development, investigations of mishaps, surveys, leasing, facility safety and accident prevention.
 - c. Develop facility related measures of effectiveness.
 - d. Provide guidance to operational and support commanders on use and support of managed facilities.
 - e. Promulgate and publish facility related directives and publications.
 - f. Develop outreach process to obtain program specific requirements related to facility management processes.
 - g. Work with G-0-2 to develop optimum force structure and distribution plans to meet multi-mission requirements.
 - h. Supervise facility specific training.
 - i. Participate in the acquisition of new facilities as assigned.
 - j. Maintain liaison with non-Coast Guard aviation organizations as appropriate.
 - k. Exercise oversight of and provide support for assigned Headquarters units.
 - l. Serve as a member of the Commandant's Aviation Safety Board.

AVIATION PLANNING AND MANAGEMENT DIVISION
(G-OCA-1)

1. Under the general direction and supervision of the Chief, Office of Aviation Management, the Chief, Planning and Management Division shall:
 - a. Act as the Headquarters Planning Coordinator (HQPC) for all assigned multi-mission resources. Develop, coordinate, administer, review and evaluate plans, policies, procedures, and performance standards for assigned facilities. Comply with all planning, programming and budgeting requirements for HQPC's contained in the U.S. Coast Guard Planning and Programming Manual (COMDTINST M16010.1 series).
 - (1) Evaluate and make recommendations concerning acquisition of new facilities and the replacement of existing facilities as appropriate.
 - (2) Coordinate Office action on planning proposals, unit development plans and AC&I project proposals which pertain to or have impact upon assigned facilities.
 - (3) Develop and maintain Sponsors' Requirements Documents for replacement aircraft and equipment.
 - (4) Establish and maintain manning and facility requirements for all aviation facilities (including Auxiliary boats and crew standards) and planning coordination for all aviation rates (AD, AT, AE, AM and ASM).
 - (5) Develop facility related measures of effectiveness and analyze relevant data and alternatives required to support budgetary and policy decisions necessary to ensure basic unit safety and maintenance of current facility capability.
 - b. Prepare inputs to the SPPBEES for those facilities under Office cognizance. Coordinate inputs for recommended changes to the Capital Investment Plan, Program Description and the Operating Facilities of the U.S. Coast Guard (OPFAC)(COMDTINST M5440.2 series).
 - (1) Provide guidance to operational and support commanders on use and support of managed facilities.
 - (2) Promulgate and publish facility related directives and publications.

(3) Develop outreach process to obtain program specific requirements related to facility management processes, including such areas as: operational performance standards; data capture and analysis requirements; personnel, facility and systems capabilities; geographic distribution and readiness. Work with G-O-2 to develop optimum force structure and distribution plans to meet multi-mission requirements.

(4) Prepare the Aviation Requirements document.

- c. Coordinate and supervise the assignment of Coast Guard aircraft by District/HQ unit.
- d. Act as Office budget coordinator.

AVIATION FACILITIES MANAGEMENT DIVISION
(G-OCA-2)

1. Under the general direction and supervision of the Chief, Office of Aviation Management, the Chief, Facilities Management Division shall:
 - a. Formulate and administer plans, programs and procedures designed to ensure effective management of aviation facilities.
 - (1) Evaluate and make recommendations concerning the operational characteristics of Coast Guard aircraft.
 - (2) Respond to inquiries from other government entities or the public relating to assigned facilities.
 - (3) Serve as supporting member of the Commandant's Aviation Safety Board.
 - (4) Maintain equipment manuals for Coast Guard aircraft.
 - (5) Maintain close liaison with operational units, other military services and aviation industry in order to provide effective support.
 - (6) Provide review of investigative reports on facility related matters.
 - b. Supervise facility specific training. Establish and maintain training requirements for air stations, aviation detachments, and the Aviation Training Center.
 - (1) Develop professionalism and training programs for aviators not covered by specialized training programs managers with the Headquarters organization.
 - (2) Supervise maintenance of training records for all Coast Guard aviation personnel.
 - c. Exercise oversight of and provide support for Air Station Washington and the Aviation Training Center.
 - d. Acts as Headquarters Force Manager for the Aviation Structural Mechanic (AM), Aviation Electrician's Mate (AE), Aviation Machinist Mate (AD), and Aviation Electronics Technician (AT) ratings when they functions as flight crew members.
 - e. Develop operational requirements for rescue and survival equipment for Coast Guard aircraft and crews. Ensure timely field support of operational requirements through close liaison with support manager in development of specifications, procurement strategy, funding, and distribution of rescue and survival equipment.

- (1) Coordinate operational inputs for directives governing the use and maintenance of aircrew SAR and survival equipment in appropriate manuals and instructions.
- (2) Provide input to update and maintain the Coast Guard Aviation Life Support Systems Manual (COMDTINST M13250.1 series).
- (3) Act as HQ sponsor and force manager for Coast Guard Rescue Swimmers.

COMMAND AND CONTROL ARCHITECTURE OFFICE
(G-OCC)

1. Under the general direction and supervision of the Director for Operations Capability, the Chief, Command and Control Architecture Office shall:
 - a. Serve as the Information Officer for the Deputy Chief of Staff for Operations (DCSO).
 - b. Act as the Headquarters Planning Coordinator (HQPC) for all Command and Control architecture requirements for the U.S. Coast Guard, coordinating DCSO and DCSM requirements.
 - c. Act as facility manager for all headquarters, area and district operational shore based Command Centers and Crisis Action Centers, and coordinate as necessary with DCSM.
 - d. Develop facility related measures of effectiveness.
 - e. Develop outreach process to obtain program specific requirements related to facility management processes.
 - f. Provide integrated program and interoperable system requirements to the Chief Information Officer (CIO) and the Deputy Chief of Staff for Systems.
 - g. Coordinate input from all sources, and develop SIRMP for DCSO.
 - h. Help program and other facility managers determine cost-effective uses of information technology to better execute their functions.
 - i. Coordinate input from all programs and offices in the development of C4I & Sensor related requirements.
 - j. Actively involve all programs and offices in the management of operational information resources.

POLICY AND REQUIREMENTS DIVISION
(G-OCC-1)

1. Under the general direction and supervision of the Chief, Command and Control Architecture Office, the Chief, Policy and Architecture Division shall:

- a. Assist the DCSO Information Officer to develop comprehensive operational Command, Control, Communications, Computers and Intelligence (C4I) architectural requirements.
 - (1) Develop, coordinate, administer, review and evaluate plans, policies, procedures, doctrine related to C2 and C4I and performance standards for assigned facilities.
 - (2) Plan (act as HQPC, manage C4I Planning Proposal development, budgetary process/issues), in close coordination with DCSM, for all Command and Control architecture requirements for the Coast Guard as well as for all shore based Command Centers and Crisis Action Centers.
 - (3) Provide guidance and tasking to operational and facility support commanders on policy, architecture and support of managed systems and facilities. Coordinate with other directorates for systems and facilities managed outside the directorate.
 - (4) Develop an outreach process to obtain program specific requirements related to overarching C4I policies and architecture issues, including such areas as: operational performance standards; data capture and analysis requirements; personnel, facility and systems capabilities; geographic distribution and readiness.
 - (5) Coordinate all projects, studies, R&D efforts and recommendations to support operationally necessary procurements requiring IRM or IRM-related services. Ensure they all fall within the C4I architecture or realign the architecture in the best interest of the Coast Guard.
 - (6) Help program and other facility managers determine cost-effective uses of general information technology, including the use of corporate information, to better execute their functions.
 - (7) Closely coordinate with G-OCI ensuring a close mapping between other agency system architectures and Coast Guard system architecture, particularly Coast Guard C4I Architecture and Coast Guard

Intelligence Architecture. Assist data systems and telecommunications support program staffs to acquire, install and implement USCG and other agency intelligence support systems to efficiently accomplish intelligence collection management, analysis, data processing, data storage, production and dissemination. Coordinate closely in all aspects with G-OCI.

- (8) In conjunction with the Mission Analysis and Requirements Staff (G-O-2), validate and prioritize DCSO C4I information requirements. Develop optimum force structure and distribution plans to meet multi-mission requirements.
 - (9) Provide integrated program and interoperable system requirements to other directorates/offices based on programmatic and facility manager requirements for C4I.
 - (10) Coordinate Coast Guard use of satellite and remote sensing, with the exception of Intelligence Program coordination of satellite/sensor tasking.
 - (11) Coordinate Coast Guard digital and electronic charting requirements.
- b. Act as DCSO Information Resources Management (IRM) Coordinator:
- (1) Comply with all planning, programming and budgeting requirements for HQPC's contained in Coast Guard Planning and Programming Manual.
 - (2) Coordinate and develop the DCSO Strategic Information Resources Management Plan (SIRMP).
 - (3) Promulgate C4I related directives and publications not covered by other facility managers.
 - (4) Act as central Point of Contact for DCSO's IRM systems.
- c. Coordinate C2W (Command & Control Warfare)/Information Warfare efforts for the Coast Guard.
- d. Be point of contact with U.S. Navy and Organization of Joint Chiefs of Staff (JCS) for readiness information within WWMCCS/GCCS. Ensure reporting procedure changes implemented by the Navy consider the effect on Coast Guard reporting.

SYSTEMS MANAGEMENT DIVISION
(G-OCC-2)

1. Under the general direction and supervision of the Chief, Command and Control Architecture Division, the Chief, Systems Management Division shall:
 - a. Perform facility management functions for all command and crisis action centers.
 - (1) Develop facility related measures of effectiveness and analyze relevant data and alternatives required to support budgetary and policy decisions necessary to ensure basic unit safety and maintenance of current facility capability.
 - (2) Maintain cognizance over planning criteria for Area and District Command Centers.
 - (3) Manage the following processes as they relate to systems and facility operation, maintenance and operational readiness: geographic distribution, systems and facilities changes, manning, training, human factors determinations, analysis, research and development, investigations of mishaps, surveys, leasing, facility safety and accident prevention.
 - (4) Maintain cognizance over manning procedures and requirements for Area and District Command Centers.
 - b. Coordinate, maintain and manage the following existing operating program data (DECISION) support systems to support program data collection and analysis needs: Boating Accident Reports and Investigations, Abstract of Operations Reports, SAR Simulation, SAR Queing models, and CASP, SARMIS, LEIS, FMIS, JDISS-CG, TECS, ADVICE, SORTS, CASREP, MOVREP, CGULLS, and PLLS. (This is a preliminary list; it may not be complete. Exceptions noted elsewhere.)
 - (1) Provide guidance to operational and support commanders on policy, requirements, system management and support of managed systems and facilities. Coordinate with other directorates for systems and facilities managed outside Operations.
 - (2) Receive and maintain data on the current state of readiness of Coast Guard units.
 - (3) Be point of contact for servicewide WWMCCS/GCCS applications. Maintain oversight of WIN usage in headquarters and act as Headquarters WIN Coordinator.

- (4) Coordinate changes to computer error checking programs within WWMCCS/GCCS that evaluate Coast Guard data. Ensure mission assignment tables accurately reflect published Required Operational Capabilities/Projected Operational Environment (ROC/POE) instructions. Ensure operational reporting is uniform and standardized. Develop and coordinate decision aids.
- (5) Develop and maintain computer applications within WWMCCS/GCCS and own office MIS system for evaluation of reported readiness information. Provide support for software distributed to reporting units that standardizes operational reporting.
- (6) Administer participation in the Joint Center for Lessons Learned (JCLL) which includes: the Joint After Action Reporting System (JAARS), the JCS Joint Universal Lessons Learned System (JULLS).
- c. Coordinate the installation and operation of intelligence support and security systems (e.g. electronic equipment, automated systems) within a Coast Guard Sensitive Compartmented Information Facility (SCIF) or other Special Access Program facility.
- d. Administer Coast Guard organic technical collection ADP systems and their connectivity.
- e. Coordinate improvements to national and international communications systems in close cooperation with program managers.
- f. In conjunction with the Intelligence Office (OCI), monitor field unit compliance with the Coast Guard Intelligence Program standards and make recommendations for improvements to the program.
- g. Maintain the SAR Data System Manual.

OFFICE OF INTELLIGENCE
(G-OCI)

1. Under the general direction and supervision of the Director for Operations Capability, the Chief, Office of Intelligence shall:
 - a. Act as the Headquarters Planning Coordinator (HQPC) for all Intelligence program requirements for the U.S. Coast Guard.
 - b. Supervise the Joint Maritime Information Element (JMIE) Executive Agent.
 - c. Act as the Technical Advisor to the DCSO for all intelligence related matters.
 - d. Oversee the management of all General Defense Intelligence Program (GDIP) funds.
 - e. Exercise oversight of and provide support for assigned Headquarters units and intelligence personnel on detached duty with non-Coast Guard activities.
 - f. Develop outreach process to obtain program specific requirements related to intelligence program processes.
 - g. Establish and monitor operational proficiency standards for Coast Guard resources in support of the intelligence program.
 - h. Serve as the focal point for Coast Guard Intelligence Program matters. Maintain close liaison with the related headquarters elements of the National Intelligence Community (NIC), Department of Defense and Federal law enforcement agency intelligence staff.
 - i. Develop program related training standards; define and supervise an intelligence training program.
 - j. Review and approve collection and production management to ensure compliance with Coast Guard policy and mission needs.
 - k. Develop and coordinate the implementation of the USCG Intelligence Systems Architecture Plan.
 - l. Act as the Special Security Officer (SSO) for the Coast Guard.
 - m. Supervise attached liaison officers.

PLANNING AND MANAGEMENT DIVISION
(G-OCI-1)

1. Under the general direction and supervision of the Chief, Office of Intelligence, the Chief, Planning and Management Division shall perform the following functions:
 - a. Act as the Headquarters Planning Coordinator (HQPC) for the Intelligence Program. Develop, coordinate, administer and evaluate the policies, plans, procedures and standards for the conduct of Coast Guard intelligence support for all Coast Guard missions.
 - (1) Review, evaluate and coordinate the preparation and submission of planning, programming and budgeting proposals related to the Coast Guard Intelligence Program.
 - (2) Coordinate Office action on planning proposals, unit development plans and AC&I project proposals which pertain to or have impact upon the Intelligence Program.
 - (3) Develop program related measures of effectiveness and analyze relevant data and alternatives required to support budgetary and policy decisions.
 - (4) Review new legislation and directives of higher authority bearing on the intelligence field.
 - b. Act as Office budget coordinator.
 - c. Represent the Coast Guard on various national committees, working groups, etc., for intelligence plans, budget and policy matters.
 - (1) Maintain liaison with the Headquarters elements (plans, budget and policy) of the National Intelligence Community (NIC) and Federal law enforcement agency intelligence staffs.
 - (2) When required, prepare and deliver classified and unclassified briefings concerning the Coast Guard and the Coast Guard Intelligence Program Elements.
 - (3) Prepare testimony, briefings, records or other documentation as necessary to meet oversight requirements for intelligence activities and funds.
 - d. Monitor and provide input to the assignment of Coast Guard personnel within the Intelligence program.

- e. Manage Coast Guard participation in the Defense Intelligence Agency (DIA) Attache system. Coordinate related policy and budgeting matters with DIA.
- f. Establish and monitor compliance with training standards for personnel assigned to intelligence duties. Manage and coordinate resident training and postgraduate education opportunities for intelligence personnel.
- g. Develop, coordinate and administer a production plan to establish priorities, avoid duplication and to ensure timely dissemination of products.
- h. Approve special collection operations and review collection requirements/operations and intelligence priorities for policy and mission conformance.
- i. Initiate and evaluate research and development projects of the Coast Guard, NIC and private contractors, that are designed to more effectively accomplish the intelligence mission of the Coast Guard.
- j. Provide policy oversight for tactical exploitation of national systems (TENCAP).
- k. Manage Coast Guard participation at the El Paso Intelligence Center (EPIC) and at other Interagency intelligence activities.
- l. Supervise and coordinate Coast Guard support to, or participation in the special intelligence activities of other Federal Agencies.

INTELLIGENCE INFORMATION SYSTEMS AND SECURITY DIVISION
(G-OCI-2)

1. Under the general direction and supervision of the Chief, Office of Intelligence, Chief, Intelligence Information Systems and Security Division shall perform the following functions relative to the Coast Guard Intelligence Infrastructure.
 - a. Perform Joint Maritime Information Element (JMIE) Executive Agent responsibilities.
 - b. Develop Coast Guard Intelligence Information requirements and processes which support Intelligence program directions. Coordinate the implementation of these information requirements with the Office of Command, Control, and Communications (G-OCC).
 - c. Maintain liaison with Department of Defense, Other Government Agencies and NIC staffs to develop, coordinate and implement a Coast Guard Intelligence Support System Architecture Plan which is compatible with national level and Federal Law Enforcement Agencies' intelligence systems.
 - d. Assist the Office of Command, Control, and Communications (G-OCC) with the planning, acquisition and deployment of General Defense Intelligence Program (GDIP) funded ADP systems.
 - e. Operate the Headquarters Joint Worldwide Intelligence Communications System (JWICS) suite.
 - f. Coordinate all Coast Guard intelligence information exchange initiatives involving foreign governments in accordance with approved policies, plans and national directives.
 - g. Coordinate establishment of intelligence publications accounts in cooperation with Coast Guard units, DIA, the U.S. Navy and other production organizations. Maintain the Headquarters Intelligence publications library.
 - h. Act as the Classified Material Control Officer (CMCO) for the Office.
 - i. Perform the following Special Security Officer functions:
 - (1) Manage the Coast Guard Special Security, Special Activities in accordance with DoD Sensitive Compartmented Information Administrative Security Manual, DoD S-5105-21-M-1.

- (2) Periodically conduct Special Security/Special Activities as needed or requested by subordinate units.
- (3) When designated by the Senior Intelligence Officer and as required for the support of Coast Guard missions, act as the focal point for policy regarding the sanitization of Sensitive Compartmented Information (SCI) materials.
- (4) In concert with SSO Navy, manage the Coast Guard SCI billet structure, including billet establishment, realignment and reprogramming.
- (5) Ensure that Coast Guard personnel assigned to duties requiring SCI access are provided the appropriate guidance and documents required for the conduct of an initial or update Single Scope Background Investigation (SSBI). In consultation with the Investigative Service (G-OIS), monitor the progress and evaluate the results of the SSBI. Coordinate SSO Navy adjudication requirements.
- (6) Provide guidance and oversight to Coast Guard Headquarters and field SSO's at Areas and Districts.
- (7) In conjunction with the Security Division, evaluate and monitor the design, construction, and security of Coast Guard Sensitive Compartmented Information Facilities (SCIF). Coordinate SCIF certification with DIA and SSO Navy.
- (8) Be responsible for overall SPINTCOM program sponsorship and oversight. This includes: defining SPINTCOM policy/operational procedures and coordination of agreements necessary to ensure continued Coast Guard mission support. Develop and submit budgetary input to support SSO program requirements, and provide funding for SPINTCOM facility construction, modifications and enhancements as requirements are identified.

OFFICE OF SHORE ACTIVITIES
(G-OCS)

1. Under the general direction and supervision of the Director for Operations Capability, the Chief, Office of Shore Activities shall perform the following functions relative to the following operational shore units and their equipment: Groups, Stations, PSUs, ANT Teams, and all boats managed by G-OC.
 - a. Act as the Headquarters Planning Coordinator (HQPC) for all assigned multi-mission resources.
 - b. Manage the following processes as they relate to facility operation, maintenance and operational readiness: geographic distribution, facilities changes, manning, training, human factors determinations, analysis, research and development, investigations of mishaps, surveys, leasing, facility safety and accident prevention.
 - c. Develop facility related measures of effectiveness.
 - d. Provide guidance and tasking to operational and support commanders on use and support of managed facilities.
 - e. Promulgate facility related directives and publications.
 - f. Develop outreach process to obtain program specific requirements related to facility management processes, including such areas as: operational performance standards; data capture and analysis requirements; personnel, facility and systems capabilities; geographic distribution and readiness. Work with G-O-2 to develop optimum force structure and distribution plans to meet multi-mission requirements.
 - g. Promulgate facility specific training.
 - h. Participate in the acquisition of new facilities as assigned.
 - i. Maintain liaison with non-Coast Guard organizations as appropriate.
 - j. Oversee the Warrant (Boatswain) speciality and the BM enlisted rating. Approve rate qualifications and practical factors, manning requirements, monitor career patterns, and review school curriculums and correspondence courses.
 - k. Exercise oversight of and provide support for assigned Headquarters units.

PLANNING AND MANAGEMENT DIVISION
(G-OCS-1)

1. Under the general direction and supervision of the Chief, Office of Shore Activities, the Chief, Planning and Management Division shall perform the following functions relative to the following operational shore units and their equipment: Groups, Stations, PSUs, ANT Teams, and all boats managed by G-OC.
 - a. Act as the Headquarters Planning Coordinator (HQPC) for all assigned multi-mission resources. Develop, coordinate, administer, review and evaluate plans, policies, procedures, and performance standards for assigned facilities. Comply with all planning, programming and budgeting requirements for HQPC's contained in the U.S. Coast Guard Planning and Programming Manual (COMDTINST M16010.1 series).
 - (1) Evaluate and make recommendations concerning acquisition of new facilities and the replacement of existing facilities as appropriate.
 - (2) Coordinate Office action on planning proposals, unit development plans and AC&I project proposals which pertain to or have an impact upon assigned facilities.
 - (3) Develop and maintain Sponsors Requirements Documents for assigned facilities.
 - (4) Develop and review facility staffing standards.
 - (5) Develop facility related measures of effectiveness and analyze relevant data and alternatives required to support budgetary and policy decisions necessary to ensure basic unit safety and maintenance of current facility capability.
 - b. Prepare inputs to the SPPBEES for those facilities under Office cognizance. Coordinate inputs for recommended changes to the Capital Investment Plan, Program Description and the Operating Facilities of the U.S. Coast Guard (OPFAC)(COMDTINST M5440.2 series).
 - (1) Provide guidance and tasking to operational and support commanders on use and support of managed facilities.
 - (2) Promulgate and publish facility related directives and publications.
 - (3) Develop outreach process to obtain program specific requirements related to facility management

processes, including such areas as: operational performance standards; data capture and analysis requirements; personnel, facility and systems capabilities; geographic distribution and readiness. Work with G-O-2 to develop optimum force structure and distribution plans to meet multi-mission requirements.

- c. Act as Office budget coordinator.
- d. Maintain historical records and data bases for facilities and resources to support management initiatives.

FACILITIES MANAGEMENT DIVISION
(G-OCS-2)

1. Under the general direction and supervision of the Chief, Office of Shore Activities, the Chief, Facilities Management Division shall perform the following functions relative to the following operational shore units and their equipment: Groups, Stations, PSUs, ANT Teams, and all boats managed by G-OC.
 - a. Formulate and administer plans, programs, and procedures designed to ensure effective management of shore facilities.
 - (1) Provide facility management for all small boat resources for program managers
 - (2) Supervise class management of all standard boats including configuration control, outfit, distribution, and replacement.
 - (3) Supervise the Coast Guard's boat management program and non-standard boat replacement fund.
 - (4) Serve as acquisition project manager/representative for replacement boats.
 - (5) Maintain boat type manuals.
 - b. Promulgate standard operating and station management procedures and standards, including Auxiliary facilities and crews. Manage Boat Crew Training Qualification and Certification program. Maintain the Boat Crew Seamanship Manual (COMDTINST M16114.5 series).
 - c. Develop boat survival and equipment standards and requirements, and provide for their acquisition and maintenance.
 - d. Maintain the Coast Guard Rescue and Survival Systems Manual (COMDTINST M10470.1 series).
 - e. Oversee the Warrant (Boatswain) speciality and the BM enlisted rating. Approve rate qualifications and practical factors, manning requirements, monitor career patterns, and review school curriculums and correspondence courses.
 - f. Exercise oversight of and provide support for assigned special Headquarters units.
 - g. Supervise facility related training. Maintain liaison with Support Directorates for OINC/XPO, National Motor Life Boat School, UTB Coxswain School, and BM"A" School.

**SECURITY DIVISION
(G-OCS-3)**

1. Under the general direction and supervision of the Chief, Shore Activities Office, the Chief, Security Division shall:
 - a. Manage and oversee the overall Coast Guard Security Program. Serve as the Director of Coast Guard Security and primary advisor to the Commandant and representative at the national, international and congressional levels for security related matters.
 - b. Manage, oversee, develop, review, evaluate and promulgate plans, policies, procedures and programs for: physical security; loss prevention; security and police forces; information security; personnel security; industrial security; security countermeasures; technical security; operation security; security education; and other security programs and functions. Develop and execute short and long term program and organization related plans.
 - c. Monitor, review and evaluate all aspects of the Automated Information Security Program and Communications Security Program for consistency with overall Coast Guard Security Program requirements; provide programmatic guidance to the designated program manager for each of these USCG Security Program elements.
 - d. Manage and oversee the Personnel Security Program and serve as the President of the USCG Personnel Security Appeals Board.
 - e. Manage and oversee the Department of Energy's (DOE) Specialized Nuclear Security Clearance Program within the Coast Guard.
 - f. Manage, develop and oversee the Coast Guard Classification Management Program and serve as the USCG final authority for classification and declassification matters, as they pertain to classified national security information.
 - g. Manage the USCG loss prevention program, and monitor and evaluate all incidents within the Coast Guard involving the loss of compromise of classified material and loss or theft of government property, assets, weapons, money, material and information; serve as the Final Reviewing Authority for security related Administrative Investigations and Inquiries.
 - h. Manage the Armed Forces Censorship Program within the Coast Guard.

- i. In coordination with the Intelligence Program Manager, provide technical guidance and support to the Headquarters staff and Coast Guard field unit commanders regarding the design, construction, physical security and technical security of Coast Guard Sensitive Compartmented Information Facilities (SCIF), and Special Access Program (SAP).
- j. Manage the evaluation of all Coast Guard security programs and operations, and periodically oversee security inspections of Coast Guard installations and facilities.
- k. Manage the Coast Guard Security Program budget and make budgetary determinations on funding request for program specific equipment, personnel and contractor support.
- l. Manage and oversee the central adjudication of Coast Guard personnel security investigation and serve as the Coast Guard Personnel Security Officer.
- m. Develop the criteria for and manage the recruitment, evaluation, selection and certification of USCG Security Management Personnel.
- n. Manage and Direct classified Security Countermeasures operations throughout the Department of Transportation, and serve as the Coast Guard's primary point of contact with the CIA and the FBI for Security Countermeasures and Technical Security related matters.

OFFICE OF CUTTER MANAGEMENT
(G-OCU)

1. Under the general direction and supervision of the Director for Operations Capability, the Chief, Office of Cutter Management shall perform the following functions for all cutters:
 - a. Act as the Headquarters Planning Coordinator (HQPC) for all assigned multi-mission resources.
 - b. Manage the following processes as they relate to facility operation, maintenance and operational readiness: geographic distribution, facilities changes, manning, training, human factors determinations, analysis, research and development, investigations of mishaps, surveys, leasing, facility safety and accident prevention.
 - c. Develop facility related measures of effectiveness.
 - d. Provide guidance and tasking to operational and support commanders on use and support of managed facilities.
 - e. Promulgate facility related directives and publications.
 - f. Develop outreach process to obtain program specific requirements related to facility management processes.
 - g. Work with G-O-2 to develop optimum force structure and distribution plans to meet multi-mission requirements.
 - h. Supervise facility specific training.
 - i. Participate in the acquisition of new facilities as assigned.
 - j. Maintain liaison with Department of Defense organizations as appropriate.
 - k. Exercise oversight of and provide support for assigned special Headquarters units.
 - l. Serve as President of the Commandant's Vessel Safety Board.

PLANNING DIVISION
(G-OCU-1)

1. Under the general direction and supervision of the Chief, Office of Cutter Management, the Chief, Planning Division shall perform the following functions for cutters:
 - a. Act as the Headquarters Planning Coordinator (HQPC) for all assigned cutters. Develop, coordinate, administer, review and evaluate plans, policies, procedures, and performance standards for assigned facilities. Comply with all planning, programming and budgeting requirements for HQPC's contained in the U.S. Coast Guard Planning and Programming Manual (COMDTINST M16010.1 series).
 - (1) Evaluate and make recommendations concerning acquisition of new facilities and the replacement of existing facilities as appropriate.
 - (2) Coordinate Office action on planning proposals, unit development plans and AC&I project proposals which pertain to or have impact upon assigned facilities.
 - (3) Develop and maintain Sponsors' Requirements Documents for replacement cutters and equipment.
 - (4) Establish manning requirements for cutter facilities including planning coordination for cutter rates (BM, DC, EM, ET, FT, GM, HS, MK, MST, QM, RD, SK, SS, TC, TT, YN).
 - (5) Develop facility related measures of effectiveness and analyze relevant data and alternatives required to support budgetary and policy decisions necessary to ensure basic unit safety and maintenance of current facility capability.
 - b. Prepare inputs to the SPPBEES for those facilities under Office cognizance. Coordinate inputs for recommended changes to the Capital Investment Plan, Program Description and the Operating Facilities of the U.S. Coast Guard (OPFAC)(COMDTINST M5440.2 series).
 - (1) Provide guidance and tasking to operational and support commanders on use and support of managed facilities.
 - (2) Promulgate facility related directives and publications.
 - (3) Develop outreach process to obtain program specific requirements related to facility management processes, including such areas as: operational performance standards; data capture and analysis

requirements; personnel, facility and systems capabilities; geographic distribution and readiness. Work with G-O-2 to develop optimum force structure and distribution plans to meet multi-mission requirements.

(4) Prepare the Cutter Requirements document.

- c. Coordinate the homeporting of Coast Guard cutters by District/Area unit.
- d. Act as Office budget coordinator.
- e. In concert with G-OCU-2, manage the AFC-54 ammunition procurement financial account.

**FACILITIES MANAGEMENT DIVISION
(G-OCU-2)**

1. Under the general direction and supervision of the Chief, Office of Cutter Management, the Chief, Facilities Management Division shall perform the following functions relative to all cutter facilities:
 - a. Formulate and administer plans, programs and procedures designed to ensure effective management of cutter facilities.
 - (1) Evaluate and make recommendations concerning the operational characteristics of Coast Guard cutters.
 - (2) Respond to inquiries from other government entities or the public relating to assigned facilities.
 - (3) Maintain cutter type manuals and cognizance of shipboard allowance lists.
 - (4) Maintain close liaison with Area and District staffs, other military services and industry in order to provide effective support.
 - (5) Provide review of investigative reports on facility related matters.
 - (6) Coordinate the development and maintenance of standard cutter organization and regulations.
 - (7) In concert with G-OCA, ATC Mobile and Area Commanders, manage the Flight Deck Certification Program for flight deck equipped cutters. Manage Shipboard Command and Control Systems (SCCS), weapons systems or communications systems that also require certifications.
 - b. Execute sponsor oversight of mid-life renovation and replacement programs for assigned cutters as applicable.
 - (1) Provide representation to and make recommendations on the results of Ships Structure and Machinery Evaluation Boards (SSMEBs).
 - (2) Advise the Headquarters Acquisition staff and design engineers on science support requirements on existing and replacement icebreakers.
 - c. Coordinate allowances of charts and publications for all Coast Guard cutters.
 - d. Coordinate programs to outfit and equip Coast Guard facilities with combat sensors, weapons, countermeasures

and tactical information systems which provide the warfighting capabilities necessary to meet wartime and contingency requirements and peacetime operational needs.

- (1) Promulgate standards for tactical manuals.
 - (2) Act as munitions manager for the Coast Guard and establish procedures for the procurement, distribution, use, reclassification, and disposition of ammunition, pyrotechnics and other explosives.
 - (3) Establish and maintain liaison with agencies outside the Coast Guard for lateral exchange of operational information and capabilities.
 - (4) Develop armament and combat systems plans for Coast Guard facilities. Keep abreast of new technology and weapon system R&D efforts.
- e. Manage the Coast Guard small arms program.
- (1) Act as HQPC for the Small Arms Repair Facility (SARF), all armories, firing ranges, and ordnance storage facilities operated by Districts, MLCs and Headquarters units.
 - (2) Coordinate acquisition of small arms, ammunition, pyrotechnics, and other explosives.
- g. Develop cutter survival and equipment standards and requirements, and provide for their acquisition and maintenance.

TRAINING DIVISION
(G-OCU-3)

1. Under the general direction and supervision of the Chief, Office of Cutter Management, the Chief, Training Division shall perform the following functions relative to all cutter facilities:
 - a. Supervise facility specific training. Establish and maintain training requirements for all cutters.
 - (1) Develop and maintain standards and doctrine for cutter unit training programs to include areas of navigation, shiphandling, visual signaling, seamanship and underway replenishment.
 - (2) Develop and maintain standards for cutter formal schools, watchstation qualifications and training exercises.
 - (3) Monitor cutter training programs offered by Coast Guard training teams, underway training at US Navy training commands and non-Coast Guard training facilities.
 - b. In concert with OCU-2, act as Headquarters Force Manager for the Warrant (Weapons) specialty and enlisted Gunnersmate (GM), Firecontrol Technician (FT) and Quartermaster (QM), Radarman (RD) ratings and Headquarters Sponsor for all nonrated Seaman (SN).
 - c. Coordinate Coast Guard requirements for Fleet Training Group (FTG) and Fleet Training Center (FTC).
 - d. Provide oversight for the PCO/PXO/POPS School curricula.
 - e. Manage the Ancient Mariner and Oldest Cutter Awards Programs.
 - f. Review, update and promulgate changes to those manuals and instructions to which G-OCU exercises oversight.
 - g. Coordinate and manage the Coast Guard Diving Program.
 - (1) Develop and promulgate Coast Guard diving policy to meet stated program and facility requirements.
 - (2) Authorize establishment of Duty Involving Diving (DUID) units and periodically review the DUID allowances.
 - (3) Establish training requirements and maintain status of a pool of qualified divers.

- h. Coordinate precommissioning training requirements and pre-delivery organizational activities for newly constructed and reactivated cutters.
- i. In concert with G-OCU-2, manage the distribution of all ordnance related publications.
- j. In concert with G-OCU-2, maintain a standardized servicewide small arms training program.

OFFICE OF THE COAST GUARD AUXILIARY
(G-OCX)

1. Under the general direction and supervision of the Director for Operations Capability, the Chief, Office of the Coast Guard Auxiliary shall:
 - a. Act as the Chief Director, Auxiliary, directing the administration of the Auxiliary within policies established by the Commandant under authority of 14 U.S.C. 821, et seq. (Coast Guard Auxiliary).
 - b. Be the designated representative of the Commandant to the Auxiliary National Executive Committee and Auxiliary National Board.
 - c. Act on recommendations of the Auxiliary National Board and National Board, Inc., which affect official publications, the Standing Rules and bylaws, awards, uniforms, pennants, burgees, and internal matters of the Auxiliary.
 - d. Act as the Headquarters Planning Coordinator (HQPC) for all Auxiliary personnel, facility and resource related issues. Develop, review and evaluate all national and service-wide plans, policies, procedures, standards, resource and training requirements necessary for Auxiliary administration and performance.
 - e. Manage any assigned AFC accounts and comply with all planning, programming and budgeting requirements for program managers contained in the U.S. Coast Guard Planning and Programming Manual (COMDTINST M16010.1 series).
 - f. Develop appropriate measures of effectiveness and analyze relevant data and alternatives required to support budgetary and policy decisions necessary to ensure adequate levels of Auxiliary support.
 - g. Coordinate requests for and monitor program, facility and support manager use of Auxiliary personnel and facilities. Provide guidance and tasking to operational and support commanders on the use and support of Auxiliary personnel and facilities.
 - h. Provide Auxiliary requirements input to multi-mission facility managers.
 - i. Establish and monitor appropriate operational proficiency standards for Coast Guard Auxiliary personnel, facilities and resources.
 - j. Maintain liaison with non-Coast Guard organizations as appropriate.

AUXILIARY ADMINISTRATION DIVISION
(G-OCX-1)

1. Under the general direction and supervision of the Chief, Office of the Coast Guard Auxiliary, the Chief, Auxiliary Administration Division shall:
 - a. Serve as program coordinator in all matters affecting the organization and administration of Auxiliary personnel and programs.
 - b. Coordinate with departments of the Auxiliary National Staff in functional areas of public affairs, member resources, finance, legal, and information systems; develop and coordinate review and approval of all Coast Guard policy guidance administering Auxiliary activities in these functional areas.
 - c. Develop plans and procedures to achieve and maintain Auxiliary strength characteristics consistent with identified Coast Guard requirements.
 - d. Develop logistics plans and procedures to support Auxiliary training and program activities; oversee management and operation of the Auxiliary National Supply Center.
 - e. Coordinate with the Office of Chief Counsel in developing policies and procedures to support efficient resolution of claims for damages involving Auxiliary facilities and/or death or injury to members of the Auxiliary.
 - f. Coordinate with the Office of Civil Rights to assure policies affecting administration of the Auxiliary are in compliance with the Coast Guard's Civil Rights Program.
 - g. Maintain essential records documenting operation and administration of the Auxiliary; develop user guidelines and act as user representative for the various Auxiliary districts and regions relative to the operation and maintenance of the Auxiliary Management Information System (AUXMIS).
 - h. Coordinate with the Auxiliary National Staff in the functional area of public education; coordinate technical review and approval of public education material developed by the Auxiliary.

AUXILIARY OPERATIONS DIVISION
(G-OCX-2)

1. Under the general direction and supervision of the Chief, Office of the Coast Guard Auxiliary, the Chief, Auxiliary Operations Division shall:
 - a. Act as the Chief Director, Auxiliary, directing the administration of the Auxiliary within policies established by the Commandant under authority of 14 U.S.C. 821, et seq. (Coast Guard Auxiliary.)
 - b. Be the designated representative of the Commandant to the Auxiliary National Executive Committee and Auxiliary National Board.
 - c. Act on recommendations of the Auxiliary National Board and National Board, Inc., which affect official publications, the Standing Rules and bylaws, awards, uniforms, pennants, burgees, and internal matters of the Auxiliary.
 - d. Develop policies which define the standards to apply in assigning Auxiliary resources to duty.
 - e. Develop procedures which govern operation of Auxiliary resources.
 - f. Coordinate with other Coast Guard programs the training and certification standards for qualifying Auxiliary resources for duty.
 - g. Coordinate with the Auxiliary National Staff, policies and procedures which govern Auxiliary resources in the functional area of operations and vessel examination.
 - h. Coordinate with G-OCX-1 the development, review, and approval of all material used in member training for Auxiliary operations.
 - i. Foster cooperation between Coast Guard districts and state government agencies to facilitate the use of Auxiliary resources in areas of sole state jurisdiction as authorized by federal law.
 - j. Monitor federal and state boating safety equipment requirements to be sure Auxiliary courtesy marine examination requirements are compatible.

DIRECTOR FOR OPERATIONS POLICY
(G-OP)

1. Under the general direction of the Deputy Chief of Staff for Operations, the Director for Operations Policy shall act as Program Director for all assigned programs and establish operating program policy, guidance, standards, plans and facility requirements for:
 - a. Performance of emergency response operations.
 - b. Development and validation of operational requirements for assigned operating programs.
 - c. Development of regulations necessary for timely implementation of new laws and Executive Orders associated with assigned operating programs.
 - d. Management of the Recreational Boating Safety program.
 - e. Management of the defense operations program.
 - f. Enforcement of Federal laws, regulations and international agreements on and under the territorial waters, economic exclusion zone, and contiguous waters and special interest areas of the high seas.
 - g. Program management for the International Ice Patrol. Performance of domestic and polar icebreaking.
 - h. Management of the Aids to Navigation portion of the Waterways Management Program.
 - i. Performance of search and rescue on, over and under the high seas, and waters under the jurisdiction of the United States.
 - j. Approval of the location and clearance of bridges over navigable waters and the regulation of drawbridge operations. Administration of the alteration of bridges under the provisions of the Truman-Hobbs Act.
 - k. Provide contingency planning requirements to G-O-2.
 - l. Exercise Presidential Directive (PD) NSC-27 authority as delegated by the DCSO.

OFFICE OF BOATING SAFETY
(G-OPB)

1. Under the general direction and supervision of the Director for Operations Policy, the Chief, Office of Boating Safety shall:
 - a. Act as Program Manager for the National Recreational Boating Safety Program as defined by the Federal Boat Safety Act of 1971, as amended.
 - b. Develop, review and evaluate all national and service-wide plans, policies, procedures, standards, and resource and training requirements necessary for program execution and performance; initiate, review and evaluate program-related analyses and RDT&E projects.
 - c. Develop program measures of effectiveness and analyze relevant data and alternatives required to support budgetary and policy decisions necessary to achieve program goals.
 - d. Provide guidance and tasking to operational and support commanders on the allocation of resources and priorities to achieve program goals.
 - e. Provide programmatic input to facility management processes, including such areas as operational performance standards, command and control functions, data capture and analysis, training, acquisition, geographic distribution and readiness.
 - f. Establish and monitor operational proficiency standards for Coast Guard resources in support of the program.
 - g. Maintain necessary liaison with appropriate international, Federal, national, State, and local government agencies; the boating public, boating industry and boating organizations; technical and standards societies; and centers of education, research and learning to support program objectives.
 - h. Coordinate and prepare responses for external requests for information regarding matters relating to the Coast Guard's administration of the Recreational Boating Safety Program.
 - i. Oversee the National Boating Safety promotion and awareness program and coordinate all recreational boater outreach and awareness campaigns.
 - j. Oversee the National Recreational Boating Safety Education Program.

- k. Serve as a member of the Human Factors Coordination Committee.
- l. Administer Federal Recreational Boating Safety financial assistance grants to States.
- m. Administer the national nonprofit public service organization grant program.
- n. Foster liaison with State Boating Law Administrators and other Federal agencies to promote uniformity, comity, and reciprocity in boating laws, regulations and numbering systems among the several States and the Federal government.
- o. Monitor agreements between the Coast Guard and the States for promotion of recreational boating safety.
- p. Administer the Recreational Boating Product Assurance program to include development of standards and regulations for boats and associated equipment, coordination of the recreational boat manufacturer compliance program, and maintenance of the defect notification process.
- q. Prepare as necessary, and monitor and guide the preparation of legislative proposals and regulations dealing with the program's area of responsibility.
- r. Assist in periodic review of all regulations and directives affecting recreational boats and associated equipment for effectiveness and continued applicability.
- s. Provide an Executive Director and necessary administrative support to coordinate the efforts of the National Boating Safety Advisory Council.

PROGRAM MANAGEMENT DIVISION
(G-OPB-1)

1. Under the general direction and supervision of the Chief, Office of Boating Safety, the Chief, Program Management Division shall:
 - a. Manage any assigned AFC funds accounts and comply with all planning, programming and budgeting requirements for program managers contained in the U.S. Coast Guard Planning and Programming Manual (COMDTINST M16010.1 series).
 - b. Develop documentation to comply with the Coast Guard SPPBEE requirements and maintain the Office financial plan. Coordinate with applicable DCSO planning staffs.
 - c. Administer the RBS national non-profit public service organization grant program, ensuring compliance with all applicable federal laws, regulations and policies.
 - d. Administer a program to develop and disseminate standard procedures for reporting and investigating boating accidents and ensure compliance by the Coast Guard, and affected Federal, State and local jurisdictions.
 - e. Analyze data from the Boating Accident Report (BAR) system, SARMIS and other appropriate operational data support systems to determine program effectiveness, national trends and provide statistical information to support necessary program related actions such as RBS alerts, National RBS campaign activity, areas for research, changes in regulations, and budgetary and policy decisions.
 - f. Coordinate a boating accident investigation training program for Coast Guard, Federal, State and local boating investigation and law enforcement personnel.
 - g. Act as endorsing authority for boating accident investigations requiring action by the Commandant.
 - h. Ensure widest availability of BAR data and prepare the annual Boating Statistics for dissemination.
 - i. Prepare, monitor and guide the preparation of legislative proposals and regulations dealing with the program's area of responsibility.
 - j. Coordinate review and maintenance of all regulations and directives affecting the program for effectiveness and continued applicability. Develop policy and prepare regulations pertaining to boat operator, equipment, and operating requirements.
 - k. Act as Executive Director and provide administrative support for the National Boating Safety Advisory Council.

PROGRAM DEVELOPMENT AND IMPLEMENTATION DIVISION
(G-OPB-2)

1. Under the general direction and supervision of the Chief, Office of Boating Safety, the Chief, Program Development and Implementation Division shall:
 - a. Coordinate a National Boating Safety promotion and awareness program which will create the consumer awareness needed to meet program goals related to the recreational boater, boats and associated equipment and the boating environment.
 - b. Oversee the development and implementation of the National Annual Boating Safety Campaign.
 - c. Coordinate all consumer outreach efforts concerning safe use of and remedies available under Federal law for the correction of safety defects in boats and associated equipment regulated by the Coast Guard.
 - d. Administer the boating under the influence (BUI) prevention campaign for DCSO and coordinate with appropriate DCSM staff for the boater pollution prevention awareness campaign.
 - e. Coordinate a National Recreational Boating Education Program to set and ensure compliance with national standards for boating education, and to foster cooperation and enhance effectiveness among public boater education programs offered by Federal and State government agencies, volunteer organizations and for-profit companies.
 - f. Establish and maintain liaison with international, national, State and other local government agencies; the boating public and industry; centers for education, research and learning; and other organizations involved or interested in developing boating safety awareness and education materials and programs.
 - g. Coordinate a program to ensure review of boating education material for compliance with national RBS education standards and technical accuracy concerning boating laws and regulations.
 - h. Oversee development and maintenance of a reference library on materials used in boating safety awareness and education programs.
 - i. Maintain and promulgate the Boating Safety Manual (State Edition) (COMDTINST M16750.5 series).
 - j. Administer the Federal Financial Assistance Program in support of State boating safety programs as authorized by

46 USC Chapter 131. Conduct audits of individual State boating safety programs to assess effectiveness of Federal funding applications. Resolve audit findings with appropriate Federal and State officials.

- k. Provide support, monitor curriculum, and coordinate quota assignments for the National Boating Safety Instructor Course.
- l. Represent the Coast Guard at appropriate national RBS related forums and events.
- m. Maintain liaison with State Boating Law Administrators and appropriate Federal agencies to ensure greater uniformity in boating laws; reciprocity and comity among Federal, State, and local jurisdictions; and cooperation and assistance between the Federal Government and the States in developing, administering and enforcing Federal and State boating laws.
- n. Ensure maintenance of cooperative agreements between the States and the Coast Guard regarding Coast Guard and State responsibilities related to boater education, boating law enforcement, accident investigations, and search and rescue.
- o. Ensure State compliance with Federal requirements and procedures for recreational vessel numbering and accident reporting, and act as liaison for these matters with appropriate Coast Guard staffs.
- p. Ensure that the Vessel Identification System (VIS) meets all Federal and State operational requirements. Provide regulatory assistance, state representation and liaison with appropriate VIS system management staffs within Coast Guard.

RECREATIONAL BOATING PRODUCT ASSURANCE DIVISION
(G-OPB-3)

1. Under the general direction and supervision of the Chief, Office of Boating Safety, the Chief, Recreational Boating Product Assurance Division shall:
 - a. Direct the Coast Guard Recreational Boating Product Assurance and Standards Development Program as it relates to recreational boats and associated equipment regulated by the Coast Guard.
 - b. Interpret regulatory standards for manufacturers and other Coast Guard staff elements and in coordination with appropriate DCSM staff elements provide compliance and enforcement guidance to the field on factory inspections.
 - c. Coordinate a national recreational boat manufacturer compliance program and administer the program for assignment of manufacturer identification codes in compliance with applicable law and regulations.
 - d. Manage the compliance testing of recreational boats, including COTR duties, selection of boats to be tested, and the sale of the boats after testing. Monitor the activities of testing laboratories.
 - e. Prepare recommendations for each request by a manufacturer for grant, denial or renewal of exemption from compliance with Federal standards, after analyzing engineering, regulatory, economic, and safety considerations.
 - f. Coordinate and maintain the national recreational boat defect notification process. Based on information received and evaluated, initiate and terminate recalls of defective recreational boats and associated equipment.
 - g. Maintain a product safety and boating technical library and information service to respond to requests for information.
 - h. Review and, as necessary, draft regulations and amendments for the manufacture of recreational boats and associated equipment. Assist in the analysis of boating accident statistics, research reports and voluntary standards to provide justification for changes in the regulations.
 - i. Participate as required on appropriate international and national technical committees and standards organizations involved in setting voluntary industry standards.
 - k. Maintain liaison with the U.S. Customs Service and appropriate federal and state agencies in the joint

regulation of the importation of recreational boats to ensure that each boat is in compliance with Federal standards. Correspond with importers and the public and provide guidance to achieve compliance.

OFFICE OF DEFENSE OPERATIONS
(G-OPD)

1. Under the general direction and supervision of the Director for Operations Policy, the Chief, Office of Defense Operations shall:
 - a. Develop and promulgate Coast Guard naval warfare doctrine, including identification of specific naval warfare mission areas and requirements for operation as a specialized service of the U.S. Navy.
 - b. Monitor Coast Guard operations conducted in support of DoD/Navy. Identify those conflict situations where the use of Coast Guard forces may be desired or required.
 - c. Review the plans and planning guidance of unified, specified and component commanders and other executive agents, where applicable, to monitor the extent of Coast Guard commitments in defense plans.
 - d. Coordinate with the Chief, Mission Requirements and Analysis Staff the development of planning guidance, planning factors and mission standards to assist Coast Guard commanders in the preparation of required defense plans.
 - e. Establish and maintain a library all defense contingency plans requiring Coast Guard forces.
 - f. Coordinate the preparation of Coast Guard input to joint and service-level defense publications, directives and guidance, including but not limited to: the Joint Strategic Capabilities Plan and the Navy Capabilities and Mobilization Plan, naval doctrine publications, etc.
 - g. Establish and maintain a joint publications library. Oversee the distribution of joint publications to appropriate operational and supporting commanders.
 - h. Coordinate the development of operational requirements for all naval warfare areas and combat systems.
 - i. Serve as program manager for all operational issues relating to organizing, training and equipping port security units and deployable patrol boat squadrons.
 - j. Serve as the Coast Guard sponsor and liaison for operational issues related to organizing, training and equipping Coast Guard forces in support of the Navy's Maritime Defense Zone (MARDEZ) organization.

- k. Coordinate service participation in all Navy-Coast Guard (NAVGAARD) Board activities.
- l. Coordinate input to the US/USSR INCSEA Agreement, the Joint Interoperability of Tactical Command and Control Systems (JINTACCS), Navy's peacetime Rules of Engagement (ROE).
- m. Coordinate input to the Naval Doctrine Review Board (NDRB).
- n. Coordinate Coast Guard participation in joint and service-level war games.
- o. Develop program measures of effectiveness and analyze relevant data and alternatives required to support budgetary and policy decisions necessary to achieve program goals.
- p. Provide guidance and tasking to operational and support commanders on the allocation of resources and priorities to achieve program goals.
- q. Provide programmatic input to facility management processes, including such areas as operational performance standards, command and control functions, data capture and analysis, training, acquisition, geographic distribution and readiness.
- r. Establish and monitor operational proficiency standards for Coast Guard resources in support of the program.
- s. Supervise assigned liaison officers. Serve as CGHQ mentor and provide OER review LT/LTJG Navy Exchange afloat officers, Naval War College (Command and Staff course) students and Marine Corps Command and Staff College students.
- t. Identify requirement for and coordinate the assignment of Coast Guard members to the Joint Chiefs of Staff Crisis Action Team and the Navy Command Center.
- u. Serve as a member of the JCS Operations Planners Group as appropriate.

**HEADQUARTERS COMMAND CENTER
(G-OPF)**

1. Under the general direction and supervision of the Director for Operations Policy, the Chief, Headquarters Command Center, shall:
 - a. Supervise the operation of the Headquarters Command Center to perform the functions of Flag Plot, the National Response Center and the Headquarters Crisis Action Center.
 - b. Establish and supervise a continuous watch in the Headquarters Command Center.
 - c. Provide periodic briefings to the Commandant and other Headquarters flag officers concerning current Coast Guard operations. Keep the affected program managers and the Commandant apprised of significant situations.
 - d. Conduct such training as is necessary to qualify personnel to augment Headquarters Command Center. Arrange suitable schedules for augmentation of Headquarters Command Center to permit qualified personnel to stand Headquarters Command Center watches during their periods of active and inactive duty training.
 - e. Maintain liaison with the Commanding Officer, Coast Guard Headquarters for augmentation during emergency/seasonal conditions.
 - f. Maintain liaison with the Office of Emergency Transportation (DOT/OET) and other civil and military agencies at the Federal and field levels.
 - g. Coordinate the Joint Emergency Evacuation Program (JEEP) and Continuity of Operations Planning (COOP) including emergency relocation site maintenance.
 - h. Perform duties as the Coast Guard's Emergency Coordinator with the DOT Office of Emergency Transportation (OET).
 - i. Coordinate RETCO-RETREP responsibilities with DOT.
 - j. Flag Plot functions include:
 - (1) Maintain awareness of current Coast Guard operations of interest.
 - (2) Maintain a geographical plot and reference files on all major current operations.

- (3) Maintain area and district operational schedules and plans.
- (4) Maintain copies of Headquarters, area and district contingency plans.
- (5) Keep cognizant directorates and offices informed of current operations.
- (6) Maintain liaison with headquarters command centers at the Department of Defense, Department of State, the White House and other governmental departments and agencies concerning operations that may impact upon U.S. foreign relations.
- (7) Provide a DOT Duty Officer. Receive communications and notify all appropriate DOT elements regarding transportation related accidents and incidents.
- (8) Oversee the operation and maintenance of the Headquarters Crisis Action Center for both exercise and real world contingencies.
- (9) Coordinate Presidential Directive (PD) NSC-27 procedures.

k. National Response Center functions include:

- (1) Support the National Response Team (NRT) in accordance with the National Oil and Hazardous Substances Pollution Contingency Plan, appropriate Commandant Instructions, Interagency Agreements and such other directives as may be promulgated.
- (2) Ensure continuous, staffed operation to receive, evaluate, and disseminate reports on oil, hazardous substance, and other environmental or populace threatening releases to the environment to the cognizant predesignated Federal On-Scene Coordinator (OSC), members of the National Response Team, designated officials of the Department of Transportation and the National Transportation Safety Board, as well as other interested, authorized parties.
- (3) Properly operate the Hazards Assessment Computer System (HACS), Oil and Hazardous Materials Technical Assistance Data System (OHMTADS), Pollution Spill Trajectory Forecast Service (PSTFS) and Structure and Nomenclature Search System (SANSS) on-line computer services, to provide emergency operational runs. Evaluate and procure improved hardware, software or other modeling systems, as appropriate, to ensure maximum useful output and capability.

- (4) Ensure full compatibility and proper functioning of the Hazardous Materials Emergency Response (HMER) system among the NRC, CHEMTREC, Transportation Systems Center (TSC) and other authorized on-line users. In this context, close liaison will be maintained with at least: Deputy Chief of Staff for Marine Safety (DCSM), Environment Protection Agency, CHEMTRES and the DOT Research and Special Projects Administration to insure proper coordination of notification and response actions requiring the services of more than either the NRC or CHEMTREC.
- (5) Maintain close liaison with other national and international governmental agencies involved in an emergency incident to be responsive to the needs of the NRT.
- (6) Monitor newswire and network broadcast video news media to detect unreported environmental incidents and refer the information, as appropriate to the Federal Response Mechanism. Maintain a recording, editing and reply capability to support briefings for the Commandant with items of significance to the Coast Guard at large.
- (7) Maintain an adequate telephone capability to ensure continuous recording of telephone conversations (with a 90 day secure storage of taped conversations), conferencing capability to assist the OSC by connecting together numerous members of the Regional and National Response Teams (RRT/NRT).

OFFICE OF LAW ENFORCEMENT
(G-OPL)

1. Under the general direction and supervision of the Director for Operations Policy, the Chief, Office of Law Enforcement shall:
 - a. Act as Program Manager for the Enforcement of Laws and Treaties (ELT).
 - b. Develop, review and evaluate all national and service-wide plans, policies, procedures, standards, and resource and training requirements necessary for program execution and performance; initiate, review and evaluate program-related analyses and RDT&E projects.
 - c. Develop program measures of effectiveness, and analyze relevant data and alternatives required to support budgetary and policy decisions to achieve program goals.
 - d. Provide guidance to operational and support commanders on the allocation of resources and priorities to achieve program goals.
 - e. Provide programmatic input to facility management processes, including such areas as operational performance standards, command and control functions, data capture and analysis, training, acquisition, geographic distribution and readiness.
 - f. Establish and monitor operational proficiency standards for Coast Guard resources in support of the program.
 - g. Maintain liaison with non-Coast Guard organizations as appropriate.
 - h. Supervise attached liaison officers.
 - i. Prepare, monitor and guide the preparation of legislative proposals and regulations dealing with the program's area of responsibility.
 - j. Assist in periodic review of regulations and directives for effectiveness and continued applicability.
 - k. Perform law enforcement data analysis to measure program effectiveness, identify program opportunities and shortfalls.
 - l. Provide policy support of law enforcement cases requiring interagency coordination per Presidential NSC-27.

PLANS, POLICY, ANALYSIS AND SUPPORT DIVISION
(G-OPL-1)

1. Under the general direction and supervision of the Chief, Office of Law Enforcement, the Chief, Plans/Policy/Analysis and Support Division shall:
 - a. Prepare Strategic Planning, Programming, Budgeting, Execution and Evaluation System (SPPBEES) documents for the Enforcement of Laws and Treaties (ELT) program.
 - b. Prepare studies, analysis, evaluations and investigations as necessary.
 - c. Coordinate preparation of the ELT program description, program direction, and the program business plan.
 - d. Provide analytical support to other division and office elements.
 - e. Review AC&I projects, planning proposals and other planning and budget documents relating to the ELT program.
 - f. Administer the Office's allocated AFC-30 funds.
 - g. Initiate and monitor research and development projects to increase the effectiveness of the ELT program.
 - h. Act as the program manager for the policy and training aspects of the ELT program.
 - i. Act as the LEIS II Program Manager's representative in identifying law enforcement information needs. Coordinate requirements with G-OCC.
 - j. Provide Office CMCO to process and account for all classified material per the CG Information Security Program, COMDTINST M5510.21 (series).
 - k. Provide Office Information Resource management to maximize the effectiveness of OPL computer assets.
 - l. Maintain performance support material for the ELT program, including the MLE Manual, PQS, LETOC, AFC-56 budget, MLE School training, Boarding Officer Standardization program. Provide ELT subject matter expertise within the Office.
 - m. Provide administrative support for the Office including correspondence and message handling/routing and clerical oversight.
 - n. Coordinate interagency/international instruction/training, when requested, to promote increased effectiveness in law enforcement.

MIGRANT INTERDICTION DIVISION
(G-OPL-2)

1. Under the general direction and supervision of the Chief, Office of Law Enforcement, the Chief, Migrant Interdiction Division shall:
 - a. Administer the migrant interdiction mission of the ELT program and maintain cognizance over illegal migrant enforcement activities within U.S. territorial waters, on the high seas, and in other special interest areas.
 - b. Recommend plans, policies, and procedures for illegal migrant enforcement activities. Develop long range program plans, supervise the periodic revision of these plans, and input these plans to the ELT Program Description.
 - c. Provide input and prepare planning criteria and operational requirements for staffing, training, equipping, and deploying facilities engaged in illegal migrant enforcement operations.
 - d. Provide and review potential research and development projects designed to more effectively meet the migrant interdiction requirements of the operational law enforcement element of the ELT program.
 - e. Provide program guidance, as necessary, for the coordination of plans and procedures for those Coast Guard units engaged in multi-mission operations involving both migrant interdiction and operations under the cognizance of another program.
 - f. Review and oversee portions of the Maritime Law Enforcement School curriculum concerned with the migrant interdiction mission.
 - g. Coordinate logistics support including training, on-scene support requirements, short-term funding, etc., necessary for migrant interdiction operations.
 - h. Represent Coast Guard interests in international negotiations involving illegal alien migration.
 - i. Provide subject matter expertise and policy guidance for illegal migrant enforcement cases requiring interagency coordination per Presidential Directive (PD) NSC-27.
 - j. Provide policy guidance necessary for Operational Commanders to prosecute the migrant interdiction mission.
 - k. Respond to Congressional, and other significant inquiries from the general public, directed to the Commandant, concerning the migrant interdiction mission.

- l. Prepare testimony, briefings, records, and other documentation necessary to meet oversight requirements for migrant interdiction activities and funding.
- m. Serve as the focal point and liaison with federal, regional, state and local law enforcement agencies involved with matters concerning undocumented migrants.
- n. Represent and coordinate USCG interests at professional forums concerned with illegal migration.
- o. Determine information resource requirements for the migrant interdiction program.
- p. Identify sensors, and tactical information requirements, for Coast Guard resources engaged in migrant interdiction operations.
- q. Maintain cognizance of, and provide operational needs to, intelligence programs which support Coast Guard migrant interdiction operations.
- r. Work with other federal agencies to develop comprehensive immigration policies.
- s. Review existing or proposed laws, and law enforcement agreements and plans, concerned with illegal migration, and make recommendations for improvements or changes.
- t. Develop necessary agreements to streamline migrant interdiction operations and strengthen existing measures taken against alien trafficking.
- u. Develop Coast Guard migrant interdiction policies within the legal framework of U.S. immigration policy. Review U.S. immigration policy and recommend changes as appropriate.
- v. Ensure adequate budget and resources are available to conduct migrant interdiction operations.

DRUG INTERDICTION DIVISION
(G-OPL-3)

1. Under the general direction and supervision of the Chief, Office of Law Enforcement, the Chief, Drug Interdiction Division shall:
 - a. Administer the drug interdiction mission of the ELT program and maintain cognizance over drug interdiction and general law enforcement activities within U.S. territorial waters, on the high seas, and in other special interest areas.
 - b. Recommend plans, policies, and procedures for drug interdiction activities. Develop long range program plans, supervise the periodic revision of these plans, and input these plans to the ELT Program Description.
 - c. Provide input and prepare planning criteria and operational requirements for staffing, training, equipping, and deploying facilities engaged in drug interdiction operations.
 - d. Provide and review potential research and development projects designed to more effectively meet the drug interdiction requirements of the operational law enforcement element of the ELT program.
 - e. Provide program guidance, as necessary, for the coordination of plans and procedures for those Coast Guard units engaged in multi-mission operations involving both drug interdiction and operations under the cognizance of another program.
 - f. Review and oversee portions of the Maritime Law Enforcement School curriculum concerned with drug interdiction.
 - g. Coordinate logistics support including training, on-scene support requirements, short-term funding, etc., necessary for drug interdiction operations.
 - h. Represent Coast Guard interests in international negotiations involving drug interdiction.
 - i. Provide subject matter expertise and policy guidance for drug interdiction cases requiring interagency coordination per Presidential Directive (PD) NSC-27.
 - j. Provide policy guidance necessary for Operational Commanders to prosecute the drug interdiction mission.
 - k. Respond to Congressional, and other significant inquiries from the general public, directed to the Commandant, concerning the drug interdiction mission.

- l. Prepare testimony, briefings, records, and other documentation necessary to meet oversight requirements for drug interdiction activities and funding.
- m. Serve as the focal point and liaison with federal, regional, state and local law enforcement agencies involved with matters concerning drug interdiction.
- n. Represent and coordinate USCG interests at professional forums concerned with drug interdiction.
- o. Determine information resource requirements for the drug interdiction program.
- p. Identify sensors, and tactical information requirements, for Coast Guard resources engaged in drug interdiction operations.
- q. Maintain cognizance of, and provide operational needs to, intelligence programs which support Coast Guard drug interdiction operations.
- r. Review existing or proposed laws, and law enforcement agreements and plans, concerned with drug interdiction, and make recommendations for improvements or changes.
- s. Develop additional bilateral agreements to streamline drug interdiction operations and strengthen existing measures taken against drug trafficking.
- t. Ensure adequate budget and resources are available to conduct drug interdiction operations.
- u. Serve as the focal point and liaison with Areas and Districts on the fielding and use of drug detecting devices.

FISHERIES LAW ENFORCEMENT DIVISION
(G-OPL-4)

1. Under the general direction and supervision of the Chief, Office of Law Enforcement, the Chief, Fisheries Law Enforcement Division shall:
 - a. Administer the fisheries law enforcement mission of the ELT program and maintain cognizance over fisheries law enforcement within the territorial waters, contiguous zone, exclusive economic zone (EEZ), and other special interest areas on the high seas.
 - b. Recommend plans, policies, and procedures for fisheries law enforcement activities. Develop long range program plans, supervise the periodic revision of these plans, and input these plans to the ELT Program Description.
 - c. Provide input and prepare planning criteria and operational requirements for staffing, training, equipping, and deploying facilities engaged in fisheries law enforcement operations.
 - d. Provide and review potential research and development projects designed to more effectively meet the fisheries law enforcement requirements of the operational law enforcement element of the ELT program.
 - e. Provide program guidance, as necessary, for the coordination of plans and procedures for those Coast Guard units engaged in multi-mission operations involving both fisheries law enforcement and operations under the cognizance of another program.
 - f. Review and oversee portions of the Maritime Law Enforcement School curriculum concerned with the fisheries law enforcement mission.
 - g. Coordinate logistics support including training, on-scene support requirements, short-term funding, etc., necessary for fisheries law enforcement operations.
 - h. Administer the enforcement of laws affecting the continental shelf and sea bed within the EEZ.
 - i. Administer the Marine Sanctuaries Program, including the review of regulations for each sanctuary as they are developed.
 - j. Represent Coast Guard interests in international negotiations involving fisheries.
 - k. Provide subject matter expertise and policy guidance for fisheries law enforcement cases requiring interagency coordination per Presidential Directive (PD) NSC-27.

- l. Provide policy guidance necessary for Operational Commanders to prosecute the fisheries law enforcement mission.
- m. Respond to Congressional, and other significant inquiries from the general public, directed to the Commandant, concerning fisheries law enforcement.
- n. Prepare testimony, briefings, records, and other documentation necessary to meet oversight requirements for fisheries law enforcement activities and funding.
- o. Serve as the focal point and liaison with federal, regional, state and local law enforcement agencies involved with matters concerning fisheries law enforcement.
- p. Represent and coordinate USCG action at professional forums concerned with fisheries law enforcement.
- q. Determine information resource requirements for the fisheries law enforcement program.
- r. Identify sensors, and tactical information requirements, for Coast Guard resources engaged in fisheries law enforcement operations.
- s. Maintain cognizance of, and provide operational needs to, intelligence programs which support Coast Guard fisheries law enforcement operations.
- t. Provide oversight for the Fisheries Management Plan review process.
- u. Review existing or proposed laws, and law enforcement agreements and plans, concerned with fisheries law enforcement, and make recommendations for improvements or changes.
- v. Ensure adequate budget and resources are available to conduct fisheries law enforcement operations.

OFFICE OF NAVIGATION AIDS
(G-OPN)

1. Under the general direction and supervision of the Director for Operations Policy, the Chief, Office of Navigation Aids shall:
 - a. Act as the Aids to Navigation Program Manager and manage the U.S. system of aids to marine navigation in accordance with 14 U.S.C. 81 through 14 U.S.C. 86.
 - b. Develop, review and evaluate all national and service-wide plans, policies, procedures, standards, and resource and training requirements necessary for program execution and performance; initiate, review and evaluate program-related analyses and RDT&E projects. Coordinate with the USCGA engineering faculty/staff to sponsor academic research projects/studies in support of programmatic execution and performance goals.
 - c. Manage any assigned AFC accounts and comply with all planning, programming and budgeting requirements for program managers contained in the U.S. Coast Guard Planning and Programming Manual (COMDTINST M16010.1 series).
 - d. Develop program measures of effectiveness and analyze relevant data and alternatives required to support budgetary and policy decisions necessary to achieve program goals.
 - e. Provide guidance and tasking to operational and support commanders on the allocation of resources and priorities to achieve program goals.
 - f. Provide programmatic input to facility management processes, including such areas as operational performance standards, command and control functions, data capture and analysis, training, acquisition, geographic distribution and readiness.
 - g. Establish and monitor operational proficiency standards for Coast Guard resources in support of the program.
 - h. Initiate, review, and approve plans for the establishment and change of aids to navigation.
 - i. Disseminate information to the mariner concerning aids to navigation. Publish the Light List and other aids to navigation publications.
 - j. Maintain liaison with international organizations and operating agencies of foreign nations to plan, coordinate, and harmonize aids to navigation in aids to

navigation matters. Respond to inquiries from foreign governments on associated topics.

- k. Assist Coast Guard and Department of Justice attorneys in litigation involving aids to navigation and marine information.
- l. Act as the Coast Guard coordinator for charting and mapping requirements.
- m. Review and comment on National Transportation Safety Board and marine casualty investigations involving aids to navigation or charting issues.
- n. Serve as:
 - (1) The primary representative, U.S. Delegation to International Maritime Organization (IMO) Subcommittee on Safety of Navigation.
 - (2) The Chairman, International Convention for the Safety Of Life at Sea (SOLAS) Subcommittee working group on Safety of Navigation.
 - (4) The USCG Secretariat for the International Association of Lighthouse Authorities (IALA).
 - (5) Coast Guard representative to the Marine Marking System (MMS) Committee.
 - (6) Alternate representative to the IALA Council.
 - (7) The Coast Guard representative on DoT Navigation Working Group and other Federal committees which are concerned with the development of national plans and policies for radionavigation services. Assist the Director for Operations Policy (G-OP), in that officer's role as Coast Guard representative on the DOT POS/NAV Executive Committee.
 - (8) Coordinate Coast Guard input to the Federal Radionavigation Plan and the Joint Chiefs of Staff Master Navigation Plan.
- o. Coordinate Coast Guard involvement and interests in other radionavigation systems.
- p. Act as Program Manager for Polar Icebreaking. Coordinate with appropriate agencies and non-governmental organizations to determine:
 - (1) Polar icebreaking scheduling and missions.
 - (2) Icebreaker user reimbursement.

- (3) Vessel capabilities for mission support.
- (4) Technical exchanges related to U.S. polar icebreaking capability.
- (5) National defense and readiness aspects of the Polar icebreaking mission.
- (6) Coast Guard involvement in U.S. polar policy.
- q. Maintain liaison with appropriate agencies and non-governmental organizations which affect domestic icebreaking policies.
- r. Obtain marine science information and resources to support the operating programs.
- s. Act as Program Manager for the International Ice Patrol.
- t. Exercise oversight of and provide support for assigned special Headquarters units, i.e. NAVCEN.
- u. Prepare as necessary, and monitor and guide the preparation of legislative proposals and regulations dealing with the program's area of responsibility.
- v. Assist in the periodic review of regulations and directives for effectiveness and continued applicability.

ICEBREAKING DIVISION
(G-OPN-1)

1. Under the general direction and supervision of the Chief, Office of Navigation Aids, the Chief, Icebreaking Division shall:
 - a. Act as program manager for the Icebreaking portion of the Waterways Management (WWM) system. Prepare Strategic Planning, Programming, Budgeting and Evaluation System (SPPBEES) documents for the IO program, including: Issues, Determinations, FP's, RCP's, Planning Factors and 4144's. Manage any assigned AFC accounts.
 - b. Prepare the annual submission of the Ice Operations Operating Program Plan.
 - c. Provide budget oversight for the IO program. Prepare testimony for annual budget hearings.
 - d. Review other program SPPBEES documents for impact on IO program.
 - e. Prepare studies, analyses, evaluations and management reports for the IO program. Develop program measures of effectiveness and analyze relevant data and alternatives required to support budgetary and policy decisions necessary to achieve program goals. Provide guidance and tasking to operational and support commanders on the allocation of resources and priorities to achieve ice operations program goals. Provide programmatic input to facility management processes. Establish and monitor operational proficiency standards for Coast Guard resources in support of Ice Operations.
 - f. Provide statistical and analytical support to other division, office and directorate elements.
 - g. Serve as the central control point for all Congressional and public inquiries related to the Ice Operations program.
 - h. Participate in government, private and international technical information programs regarding icebreaking and ice operations facilities.
 - i. Direct and coordinate Coast Guard marine science support, including the International Ice Patrol and ice operations related reconnaissance.
 - j. Provide program management for the International Ice Patrol.

- k. Develop and maintain expertise in remote sensing systems and initiate application of these systems to meet requirements of assigned programs.
- l. Maintain liaison with government, private and international organizations regarding Coast Guard marine science policy and cooperative programs and ice related products and services.
- m. Represent the Coast Guard on boards, councils and committees concerned with marine science or polar affairs.
- n. Maintain liaison with communities involved in the polar regions including Federal, State and local agencies, private organizations, international organizations, and universities regarding Coast Guard policy in the polar regions.
- o. Maintain contact with the polar science community to determine requirements for polar icebreaker science support capabilities and icebreaker employment opportunities.
- p. Initiate and monitor research and development projects to increase the effectiveness of the Ice Operations Program.
- q. Administer the Interagency reimbursement system for polar icebreakers which includes:
 - (1) Collecting daily fuel data and other operational statistics for the polar icebreaker fleet as necessary, for administration of the icebreaker reimbursement system.
 - (2) Providing cost estimates and data necessary for billing User Agencies for icebreaker services.
- r. Act as curriculum and thesis adviser to postgraduate students in Oceanography.
- s. Share management with the Headquarters Force Manager of the Marine Science Technician (MST) rating for matters pertaining to oceanography and meteorology.
- t. In concert with PACAREA staff, ensure that polar icebreaker schedules are published.

SHORT RANGE AIDS TO NAVIGATION DIVISION
(G-OPN-2)

1. Under the general direction and supervision of the Chief, Office of Navigation Aids, the Chief, Short Range Aids to Navigation Division shall:
 - a. Manage the U.S. systems of aids to marine navigation in accordance with 14 U.S.C. 81 through 14 U.S.C. 86, except as these pertain to radionavigation aids, and assume responsibility for the effective performance of the Short Range Aids to Navigation system.
 - b. Serve as Program Manager for the Short Range Aids to Navigation Program.
 - c. Develop policies, procedures and criteria for establishing, altering and maintaining Federal and private short range aids to navigation, including the accurate and reliable positioning of aids to navigation. Ensure that Federal regulations governing short range aids to navigation reflect current policies and procedures.
 - (1) Conduct centralized planning and resource management for the SRA program. Manage the Waterways Acquisition, Construction and Improvement Program.
 - (2) Provide staff liaison with Coast Guard and external bodies on SRA issues.
 - (3) Sponsor engineering research and development of systems and equipment for short range aids to navigation. Keep abreast of emerging technology in associated fields.
 - (4) Publish, keep up-to-date and distribute the Aids to Navigation Manual and other publications concerning aids to navigation; maintain records, publications and mailing lists.
 - (5) Coordinate the leasing/licensing/conveyance of excess lighthouses to other governmental, nonprofit, or private sector bodies as appropriate, with special regard for historical preservation considerations.
 - (6) Coordinate bridge lighting requirements.
 - (7) Develop procedures to ensure accurate and reliable positioning of aids to navigation.
 - (8) Develop a program for determining the effectiveness of SRA systems.

- d. Establish and monitor operational proficiency standards for Coast Guard units in support of the Short Range Aids to Navigation Program.
- e. Supervise the administration of funds allotted to the branch.
- f. Maintain liaison with international organizations in short range aids to navigation matters. Respond to inquiries from foreign governments on associated topics.
- g. Assist Coast Guard and Department of Justice attorneys in litigation involving short range aids to navigation and marine information.
- h. Act as the Coast Guard coordinator and point of contact for charting and mapping. Serve as the primary point of contact with the Coast and Geodetic Survey, National Ocean Service and the Corps of Engineers. Provide liaison with Federal agencies pertaining to Notice to Mariners, Light Lists and Broadcasts, as they related to issues before the International Hydrographic Organization, Monaco.
- i. Review and comment on National Transportation Safety Board and marine casualty investigations involving short range aids to navigation or charting issues.
- j. Assist the Director of Operations Policy in role of the USCG Secretariat for the International Association of Lighthouse Authorities (IALA), and serve as the alternate representative to the Marine Marking System (MMS) Committee.
- k. Develop and maintain those documents, reports, etc., required by the SPPBEES.
- l. Prepare publications which provide information concerning aids to navigation to the mariners and the general public. Develop policies and procedures for a program to provide timely dissemination of information to the mariner concerning changes in aids to navigation, hazards to navigation; and other hydrographic information.
- m. Serve as program manager for the National Data Buoy Center headquarters unit.

RADIO AIDS DIVISION
(G-OPN-3)

1. Under the general direction and supervision of the Chief, Office of Navigation Aids, the Chief, Radio Aids Division shall:
 - a. Manage the U.S. system of radio aids to navigation as provided in 14 U.S.C. 81 and assume responsibility for the effective performance of the radionavigation aids system.
 - b. Serve as Program Manager for the Radionavigation Aids (RA) Program. Develop and review plans, policies, and agreements for the implementation and conduct of the Coast Guard's radionavigation mission. Develop and maintain those documents, reports, etc., required by the SPPBEES. Administer those funds allotted to the Radionavigation Program.
 - c. Initiate, review, and approve plans for the establishment and change of radio aids to navigation.
 - d. Define and review operational requirements and program objectives for the assigned systems; prepare and implement plans to satisfy requirements. Coordinate requirements with operating and support managers as necessary to meet the objectives of the Radionavigation program.
 - e. Coordinate actions and provide guidance to the Loran-C Regional Managers and the Navigation Center for use in performance of their assigned responsibilities.
 - f. Develop policies for the operation and administration of assigned radionavigation systems; establish operational parameters and criteria including performance standards and staffing requirements; develop measures of performance and effectiveness. Establish training requirements for Coast Guard unit, Coast Guard contract, host nation or partner nation personnel.
 - g. Identify and review resource requirements of assigned radionavigation systems. Coordinate training requirements with support managers, as well as cost estimates and staffing changes required to achieve approved changes to the scope of the assigned services.
 - h. Coordinate operational standards for Loran-C and OMEGA stations operated and funded by other countries to assist those countries in providing the desired radionavigation service and to minimize interference.

- i. Maintain liaison with government agencies and public firms operating similar systems in the Loran-C band to reduce mutual interference.
- j. Coordinate requirements with operating and support managers as necessary to meet the objectives of the Radionavigation Program.
- k. Maintain liaison with operating agencies of foreign nations to plan and coordinate expansion of assigned radionavigation systems.
- l. Perform liaison with Department of Defense (DoD) for management of the Global Positioning System and other emerging radionavigation systems, ensuring requirements of the civil maritime community are represented.
- m. Review radionavigation plans and requirements of the Department of Defense and participate, as appropriate, in their formulation.
- n. Evaluate user requirements and anticipate future problems. Review developments in radionavigation technology and identify areas of application or their impact on established plans. Recommend changes to established system plans where necessary. As future changes are foreseen, prepare contingency plans and cost analyses. Identify research and development support and new engineering initiatives to satisfy future system requirements.
- o. Provide consultation, advisory service and liaison to Federal, state, local government agencies, foreign interests, user groups and other entities concerning development pertaining to radionavigation systems.

**OFFICE OF SEARCH AND RESCUE
(G-OPR)**

1. Under the general direction and supervision of the Director for Operations Policy, the Chief, Office of Search and Rescue shall:
 - a. Act as Program Manager of the Search and Rescue (SAR) Program for the implementation of aeronautical and maritime SAR coordination and services in accordance with the National SAR Plan and with national and international law.
 - b. Develop, coordinate, administer and evaluate SAR policies, procedures, plans, agreements, training, equipment, facilities and requirements for program implementation.
 - c. Initiate, coordinate, and evaluate program-related assessments and RDT&E projects.
 - d. Manage any assigned AFC accounts and comply with all planning, programming and budgeting requirements for program managers contained in the U.S. Coast Guard Planning and Programming Manual (COMDTINST M16010.1 series).
 - e. Provide SAR requirements, guidance and information to those who direct, provide support or provide facilities and equipment for the SAR program; and work closely with them to ensure program goals are achieved.
 - f. Collect information, develop and use measures of effectiveness, and carry out program analysis, to establish priorities, support budgetary and policy decisions and respond to program inquiries and tasking.
 - g. Provide direction, guidance and performance standards to facility managers and operational commanders responsible for SAR operations; and ensure that proper coordination is carried out with those outside the Coast Guard who provide or support SAR operations.
 - h. Manage the Automated Mutual-Assistance Vessel rescue (AMVER) Safety Network, including recruiting of and support to participating ships and communication service providers, guidance to AMVER Officers, and associated maritime relations and activities and publicity, oversight of the AMVER Center, and providing direction on use of the System.
 - i. Actively participate in planning, developing, and implementing system for distress alerting and SAR communications, such as Cospas-Sarsat, the Global

Maritime Distress and Safety System, the National Distress System, and other existing or emerging communications technologies, to ensure they properly support the SAR mission.

- j. Establish and maintain liaison with the other U.S. Armed Services, government agencies, the several states and territories, private institutions, and international governments and bodies with respect to SAR, including standardization of procedures and equipment.
- k. Participate in and support the Interagency Committee on Search and Rescue, SOLAS Working Groups, and other fora appropriate for coordination with other organizations that provide or support SAR services, to exchange information, to develop SAR policies, procedures, and standards, to develop national initiatives and positions, to cooperatively develop the state-of-the-art of SAR, and to develop and use the National SAR Manual.
- l. Carry out an active program of international affairs with other nations and international bodies like the International Maritime Organization (IMO) and the International Civil Aviation Organization (ICAO), for development of plans, standards, and agreements, to provide international leadership, to help improve SAR cooperation and operations on a global basis, and to help ensure the safety of U.S. citizens who travel abroad.
- m. Serve as:
 - (1) Alternate Chair and Secretariat for ICSAR.
 - (2) Primary SAR representative, U.S. delegation to the International Maritime Organization Subcommittee on Communications, Search and Rescue.
 - (3) The U.S. Maritime SAR expert to the Joint SAR Working Group of the IMO and ICAO.
 - (4) The Coast Guard SAR representative to the SOLAS Subcommittee working on SAR and communications.
 - (5) Coast Guard delegate to the International Lifeboat Conference.
 - (6) Coast Guard member of the Cospas-Sarsat Interagency Program Steering Group.
 - (7) Coast Guard representative SAR-related meetings, conferences, seminars, workshops, etc., of other international, national and volunteer organizations.
- n. Propose, monitor, analyze, and influence development of national laws, regulations, and arrangement that support the SAR mission.

POLICY DIVISION
(G-OPR-1)

1. Under the general direction and supervision of the Chief, Office of Search and Rescue, the Chief, Program Planning Division shall:
 - a. Review, evaluate, and prepare Strategic Planning, Programming, Budgeting, Evaluation and Execution System (SPPBEES) documents as described under current directives for the SAR program.
 - b. Conduct program evaluations and develop program requirements for resources and resource allocation. Develop and maintain measures of program effectiveness, standard costs, and other managerial tools as developed.
 - c. Initiate, monitor, evaluate and oversee technological developments and RDT&E projects for potential application to enhance SAR effectiveness.
 - d. Provide program guidance for SAR computer applications. Compile and promulgate Service-wide SAR statistics and information.
 - e. Develop/review SAR case studies. Incorporate lessons learned into policy and program statements.
 - f. Provide guidance and tasking to operational and support commanders on the allocation of resources and priorities to achieve program goals.
 - g. Provide programmatic input to facility management processes, including such areas as operational performance standards, command and control functions, data capture and analysis, training, acquisition, geographic distribution and readiness.
 - h. Act as Manager of the Search and Rescue (SAR) Program for the implementation of aeronautical and maritime SAR coordination and services in accordance with the National SAR Plan and with national and international law.
 - i. Ensure all available national SAR resources, including Federal, state, local, private, commercial and volunteer resources, are used efficiently and effectively, and that common equipment and procedures are used to the extent necessary to allow various factions of the national SAR community to carry out joint activities.
 - j. Promulgate SAR program specific requirements. Provide guidance to the National SAR School.
 - k. Maintain the National Search and Rescue Manual and the Coast Guard Addendum to the Manual.

- l. Act as Office budget coordinator.
- m. Prepare, monitor and guide the preparation of legislative proposals and regulations dealing with the program's area of responsibility.
- n. Assist in periodic review of regulations and directives for effectiveness and continued applicability.
- o. Take required action on Congressional and other inquiries into current search and rescue operations.

COORDINATION DIVISION
(G-OPR-2)

1. Under the general direction and supervision of the Chief, Office of Search and Rescue, the Chief, Coordination Division shall:
 - a. Promote an effective global SAR system, commitment to SAR objectives and SAR Convention provisions, and development of SAR agreements and improved international SAR capabilities and procedures, to help provide for more effective SAR services, cooperation, coordination and interoperability between nations; develop, comply with and exercise rights under pertinent international laws such as SAR agreements, Conventions and customary law; and accomplish national SAR, humanitarian and political objectives.
 - b. Improve national and international SAR communications among SAR authorities and SAR units, and with units in distress.
 - c. Work with other nations to establish clearly defined and internationally recognized SAR regions, close and effective working relationships and use of common procedures, and expedient exchanges of information pertinent to specific SAR cases or responsible SAR agencies.
 - d. Promote national and international collaboration such as mutual visits between program or Rescue Coordination Center (RCC) personnel, joint training and exercises, use of vessel reporting systems and SAR computer programs, development of SAR procedures and technology, and provision of support services such as fueling or medical assistance.
 - e. Participate in organizations, whose work can help accomplish Coast Guard SAR goals.
 - f. Sponsor, support and provide secretariat services for the Interagency Committee for Search and Rescue (ICSAR); and coordinate implementation of international requirements and standards nationally.
 - g. Improve, coordinate and liaison with national and international SAR community.
 - h. Establish, develop, operate, promote or use appropriate systems for the enhancement of the Automated Mutual-Assistance Vessel Rescue System (AMVER).

OFFICE OF BRIDGE ADMINISTRATION
(G-OPT)

1. Under the general direction and supervision of the Director for Operations Policy, the Chief, Office of Bridge Administration shall:
 - a. Administer the provisions of law, and issue regulations relating to: approval of plans and location of bridges and causeways across navigable waters of the U.S.; alteration of railroad and publicly owned highway bridges found to be unreasonable obstructions to navigation; operation of drawbridges; and lights and signals on bridges required for the safety of navigation.
 - b. Review bridge and causeway permit applications and issue or deny the permit.
 - c. Determine the need for alteration of obstructive bridges and establish priorities for alteration projects.
 - d. Promulgate drawbridge operation regulations and requirements for lights and signals on bridges. Develop policies governing bridge administration. Prepare directives and regulations for bridge administration.
 - e. Disseminate information about existing bridges and causeways and criteria for proposed bridges and causeways.
 - f. Conduct environmental studies and prepare environmental impact statements for bridge and causeway projects as required by appropriate laws and directives.
 - g. Provide guidance to, and review the work of, bridge administration organizations within the district offices.
 - h. Represent the Commandant and serve as the contact point within the Coast Guard for all bridge and causeway matters.
 - i. Be the Program Manager for the Bridge Administration Program.
 - j. Provide oversight of the Bridge Administration Program SPPBEES activities.
 - k. Determine the need for legislative initiatives for enhanced administration of the Bridge Administration Program and develop legislative proposals as required.
 - l. Act as a point of contact for the international community on bridge navigational safety matters.

- m. Respond or comment on National Transportation Safety Board and marine casualty investigation reports and investigations involving bridges.
- n. Prepare Orders to Alter for the Commandant's signature under the provisions of the Truman-Hobbs Act in those cases where a detailed analysis has demonstrated that a bridge presents an unreasonable obstruction to navigation.
- o. Provide appropriate liaison with the Army Corps of Engineers, Environmental Protection Agency, Federal Highway Administration, and other Federal, state, and local bodies on bridge administration matters. Negotiate memoranda of understanding/agreement as required to facilitate the administration of the program.
- p. Review the Federal Register and legislative proposals for impact on the Bridge Administration Program.
- q. Manage all engineering aspects of the Truman-Hobbs Obstructive Bridges Act.

**ALTERATIONS, DRAWBRIDGES AND SYSTEMS DIVISION
(G-OPT-1)**

1. Under the general direction and supervision of the Chief, Office of Bridge Administration, the Chief, Alterations, Drawbridges and Systems Division shall:
 - a. Assist district commanders, as necessary, in conducting preliminary investigation of complaints that specific bridges are unreasonable obstructions to navigation.
 - b. Assist district commanders in their investigations and develop benefit/cost analyses in those cases where preliminary investigation indicates that a bridge may, in fact, be an obstruction to navigation.
 - c. Recommend to the DCSO such action as may be appropriate for the alteration of a bridge after the conclusion of the detailed investigation and the public hearing.
 - d. Obtain, develop, and keep necessary records in support of bridge modification budget requests, and maintain a current status of funds.
 - e. For approved bridge alterations, prepare the issuance of the alteration order. Monitor project progress through to completion, providing response to external inquiries as required.
 - f. Review drawbridge operation changes to ensure that:
 - (1) Regulations are properly and fairly prepared and administered;
 - (2) New or revised regulations are brought to the attention of the public;
 - (3) Drawbridge operation regulations are continually reviewed and revised, restructured or recodified, as necessary;
 - (4) The public interest is recognized and maximum usefulness of the waterways is maintained, consistent with the needs of other modes of transportation; and
 - (5) Waterways are treated as systems, with individual regulations being consistent with each other.
 - g. Develop guidelines by which proposed or existing drawbridge operation regulations may be evaluated.

- h. Compile, analyze and organize background material, and prepare in final form, Coast Guard directives, publications and regulations relating to bridge regulation matters issued for the guidance of the district commanders and the information of the public.
- i. Coordinate administrative functions for the division, including data systems management, SPPBEES documentation and budgeting.
- j. Maintain staff liaison with bridge administration personnel in district offices. Provide training, guidance and assistance to district bridge administration staffs as required.

PERMITS DIVISION
(G-OPT-2)

1. Under the general direction and supervision of the Chief, Office of Bridge Administration, the Chief, Permits Division shall:
 - a. Ensure that permit applications and reports and recommendations thereon are complete and comply with law and regulations.
 - b. Review permit applications for proposed bridges and causeways and modification of existing bridges and causeways to ensure that they provide for the reasonable needs of navigation and the environment.
 - c. Prepare permits or letters of denial as appropriate.
 - d. Review and act on recommendations for, and maintain records of, guide clearances proposed or in effect on waterways subject to Coast Guard jurisdiction.
 - e. Review proposals and make recommendations for appropriate bridge lighting in unusual cases referred to the Commandant.
 - f. Assist district commanders as necessary to prepare environmental impact statements on projects under cognizance of the Office of Bridge Administration as required.
 - g. Maintain staff liaison with bridge administration personnel in district offices, and with appropriate persons outside the Coast Guard. Provide training, guidance, and assistance to district staffs as required, especially in navigational analysis cases involving complex or controversial issues.
 - h. Review permit actions of district commanders for compliance with law and regulations.
 - i. Determine the need for public hearings in bridge permit cases. Issue the Federal Register notice and assist district staffs as required in the conduct of the hearing.
 - j. Oversee the application of civil penalty proceedings for the Bridge Administration Program. Provide program liaison to Coast Guard and U.S. Attorneys in litigation cases.
 - k. Prepare permit documents or letters of denial to permit applications, citing specific authority or reasons for denial as appropriate.
 - l. Act of the point of contact on all bridge permitting matters.

ENGINEERING DIVISION
(G-OPT-3)

1. Under the general direction and supervision of the Chief, Office of Bridge Administration, the Chief, Engineering Division shall:
 - a. Ensure that all actions undertaken in bridge alteration and drawbridge regulations matters are consistent with pertinent environmental statutes and regulations.
 - b. Provide technical support to the program manager and all Coast Guard districts in the administration of the entire bridge program.
 - c. Develop technical support for the processing of obstructive bridge complaints and recommend the alteration of bridges and causeways which are considered to be unreasonably obstructive to the free navigation of navigable waters of the United States.
 - d. Review plans and specifications for alteration of obstructive bridges to assure that such altered bridges will provide adequate clearance for the reasonable needs of navigation and an adequate facility for the anticipated rail or highway traffic at a minimum cost to all parties involved.
 - e. Develop technical portions for relocation of obstructive bridges, as provided for under Section 13 of the Truman-Hobbs Act.
 - f. Approve bids for project construction, develop the orders apportioning costs to the Government and to the bridge owners, and obtain the guarantees of project costs from the bridge owners.
 - g. Monitor construction during alteration of obstructive bridges to approve disbursement of funds and to assure minimum negative impacts to navigation.
 - h. Develop final cost apportionments for bridge alterations, obtain settlements with the bridge owners, and prepare final project reports.
 - i. Develop the engineering cost estimates used in preparing appropriation requests to finance the Government's share of obstructive bridge projects, and prepare the financial plans for disbursement of funds.
 - j. Finalize plans, and prepare project specifications. Oversee the preparation of bid solicitations and the bid award process.

FUNCTIONS TO BE REASSIGNED TO ICC

1. Develop a system for receiving, prioritizing, tracking and evaluating intelligence collection requirements and tasking, and Coast Guard responses thereto. Coordinate operation of the system with all Coast Guard Intelligence units and staffs.
2. Develop and maintain the Coast Guard equivalent to the Joint-Service Tactical Exploitation of the National Systems (JTENS) manual for collection management use with USCG platforms.

FUNCTIONS TO BE REASSIGNED TO THE OPINTEL SCHOOL

1. Provide instruction or support to training programs sponsored by the National Intelligence Community (NIC) and Law Enforcement Agencies (LEA).

FUNCTIONS TO BE REASSIGNED TO G-M

1. Provide an Executive Director and necessary administrative support to coordinate the efforts of the Navigation Safety Advisory Council.

FUNCTIONS TO BE REASSIGNED TO NAVCEN

1. Manage the Loran-C, OMEGA, radiobeacon and differential GPS systems.
2. Develop procedures for the operation and administration of assigned radionavigation systems.
3. Provide a point of contact within the Coast Guard for persons desiring information on the status and availability of, and applications and user equipment for, Loran-C, OMEGA, radiobeacon and differential GPS systems.
4. Monitor and assess navigation activity of maritime users, civil aviation users and potential users of radionavigation systems. Provide information and technical advice as appropriate.
5. Assist Coast Guard and U.S. attorneys as required in cases involving radionavigation issues.
6. Coordinate Coast Guard efforts with Federal, state and local government agencies to provide the public with accurate and timely charts, tables, and data needed to use the Loran-C, OMEGA, radiobeacon and differential GPS systems.

OPERATIONS

Chief, Operations
Directorate
G-O
O-8

EA
O-6

Planning &
Coordination Staff
G-O-1
GS-15

Mission Reqmts
& Analysis Staff
G-O-2
O-6

Resource & Budget
Division
(G-O-1/1)

Strategic Planning
& Coord Div
(G-O-1/2)

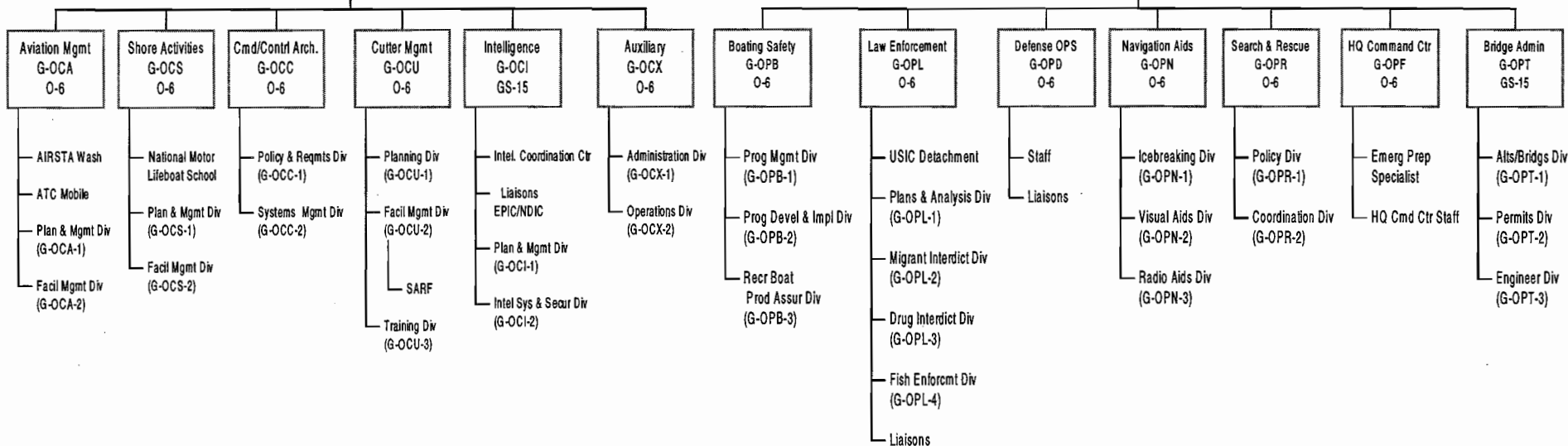
Admin Coord
& Support Div
(G-O-1/3)

Plans & Exercises
Division
(G-O-2/1)

OPS Analysis &
Evaluation Division
(G-O-2/2)

Director of
Operations Capability
G-OC
O-6

Director of
Operations Policy
G-OP
O-8



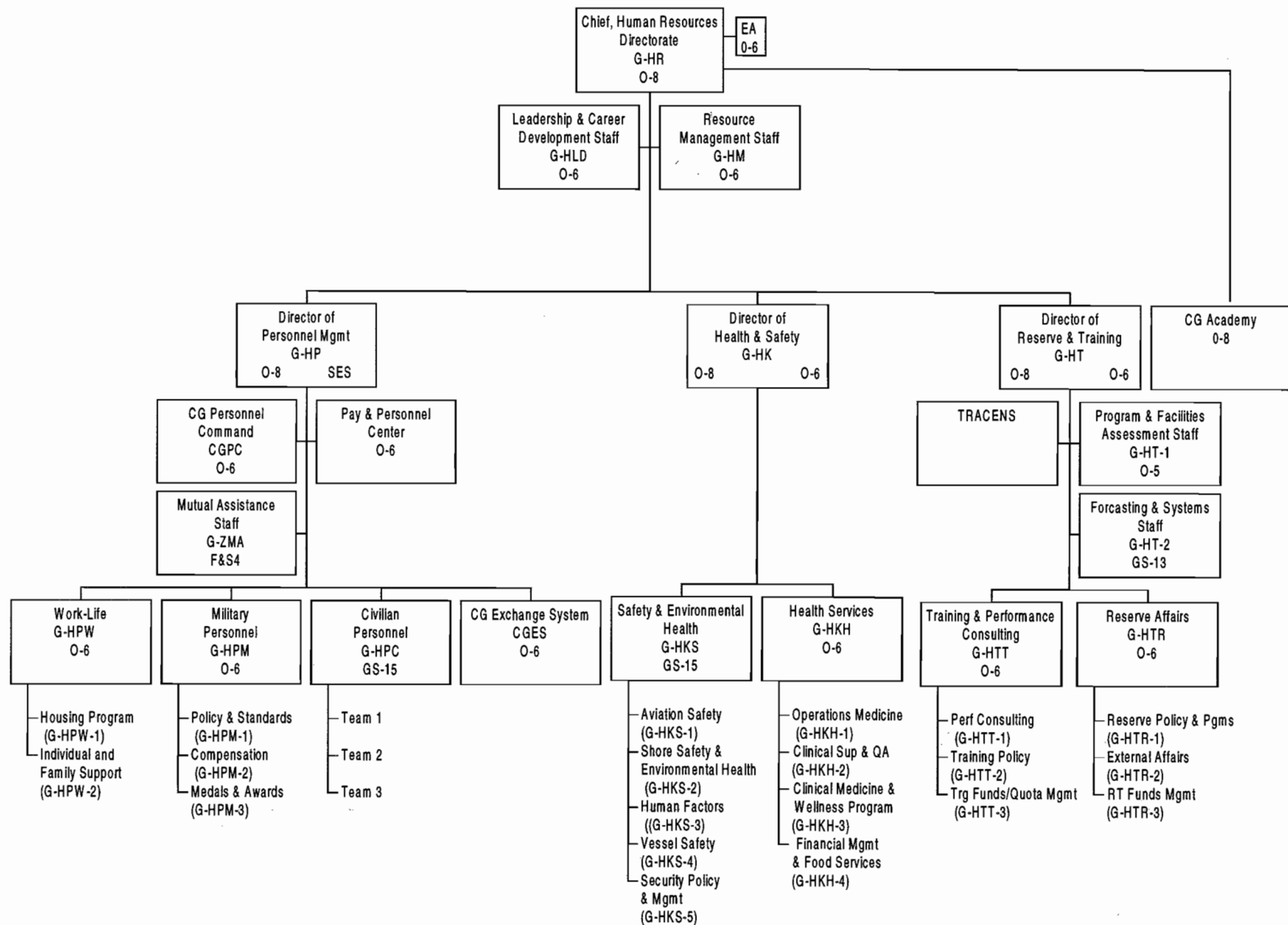
HUMAN RESOURCES DIRECTORATE

(G-HR)

DEPUTY CHIEF OF STAFF FOR HUMAN RESOURCES
(G-HR)

1. Mission. To oversee active and reserve military and civilian personnel workforce management to ensure efficient employment of a well-trained, healthy, safe and satisfied work force capable of performing peacetime missions and emergency/contingency duties as required.
2. Functions. Under the direction and supervision of the Commandant, the Vice Commandant, and the Chief of Staff, the Deputy Chief of Staff for Human Resources shall:
 - a. Direct total force planning and management of the active, reserve and civilian forces, the health, safety and subsistence programs of the Coast Guard, and the training of all personnel. [old G-P 2.a, old G-K 2.a, old G-R 2.c]
 - b. Promote quality leadership and career management throughout the organization. [new]
 - c. Deliver policy guidance to position the Coast Guard as an employer of choice for a diverse workforce. [new]
 - d. Deliver policy guidance on accession, training, assignment, career development and advancement, pay, travel, quality of life and separation of all personnel. [old G-P 2.a.]
 - e. Direct the development and management of policies and services for "People First" Work-Life programs. [new]
 - f. Direct the development and management of a comprehensive program for the prevention of illness and injury of Coast Guard personnel and dependents, to reduce losses, and protect the environment in Coast Guard working facilities and living spaces. [old G-K 2.e (revised)]
 - g. Direct the management, development and readiness of Coast Guard Reserve forces to augment active forces in peacetime and fulfill specified duties in wartime. [old G-R 2.d]
 - h. Administer funds in those appropriations or AFCs under the control of the Directors for Personnel Management, Health and Safety, and Reserve and Training, including preparing budget estimates and allotment recommendations to the Chief of Staff. [old G-P 2.c, old G-K 2.f, and old G-R 2.d (revised)]
 - i. Chair the Coast Guard Academy Board of Trustees, the Coast Guard Mutual Assistance Control Board, and the Coast Guard Trust Fund Board of Control. [new]
 - j. Serve as the Headquarters Program Director for the Coast Guard Academy. [old G-PTP 1.a]

HUMAN RESOURCES



**LEADERSHIP AND CAREER DEVELOPMENT STAFF
(G-HLD)**

1. Under the direction of the Deputy Chief of Staff for Human Resources, the Chief, Leadership and Career Development Staff shall:

- a. Assist in the continual development of an organizational culture which successfully achieves and values leadership and diversity. Audit and track the progress toward achieving that culture. [old G-PLD 1.a (revised)]
- b. Serve as Headquarters Program Manager for the following Coast Guard Resident Training Programs:
 - (1) Cadet Leadership Training
 - (2) OCS and DCO Programs
 - (3) CPO Academy (in partnership with the Master Chief Petty Officer of the Coast Guard Guard)
 - (4) Leadership and Management School (LAMS)
 - (5) CWO Indoctrination Program
 - (6) Diversity Management and Gender Equality
 - (7) Mentoring
 - (8) A-School/New Petty Officer Leadership Training
 - (9) Enlisted Recruit Training
- c. Establish job performance requirements, review resident and non-resident training curricula, and establish measures of effectiveness. [old G-PLD 1.b.]
- d. Develop and implement policy for the design, development and evaluation of Coast Guard-wide leadership training and education. [old G-PLD 1.c]
- e. Chair USCG Headquarters Council on Strategies for Performance Improvement in Leadership to unify the Coast Guard's approach to leadership development. [old G-PLD 1.d]
- f. Coordinate cross-program workforce diversity and related initiatives and responsibilities by developing, coordinating, implementing and monitoring CG-wide strategic educational and training plans. [old G-PLD 1.e.]
- g. Oversee the development of enlisted MRN Performance Qualifications and correspondence courses pertaining to leadership and diversity management, ensuring linkage to enlisted Service-wide Exams (SWE's). [old G-PLD 1.f.]
- h. Prepare precept input to Promotion and Assignment boards regarding leadership issues. [old G-PLD 1.g]

1. Assess work force cultural audits to ensure barriers are removed with respect to the promotion of workforce diversity. [old G-PLD 1.i.]
- j. Serve as Executive Secretary to the Coast Guard Academy Board of Trustees. [old G-PLD 1.j.]

**DIVERSITY MANAGEMENT DIVISION
(G-HLD-1)**

1. Under the direction of the Chief, Leadership and Career Development Staff, the Chief, Diversity Management Division shall:

- a. Serve as the Coast Guard policy advisor on all Gender and Ethnic related issues. [old G-PLD-1 1.a.]
- b. Facilitate, advise and coordinate workforce diversity advisory councils, to include: Women's Advisory Council; Minority Advisory Council; and others as directed. [old G-PLD-1 1.b.]
- c. Provide the Women's Information Line toll free services. [old G-PLD-1 1.c]
- d. Provide career guidance, counseling, and intercession if required to all active, reserve and civilian personnel on diversity related issues. [old G-PLD-1 1.e]
- e. Intervene as necessary to mitigate personal and organizational harm in crisis situations involving diversity and related issues, excluding situations governed by EEO regulations. [old G-PLD-1 1.f]
- f. Coordinate the development and implementation of workforce diversity awareness and diversity management modules used in CG-wide leadership development programs. [old G-PLD-1 1.g]
- g. Advise and assist managers on how to incorporate workforce diversity management and leadership practices. [old G-PLD-1 1.h]
- h. Maintain liaison with recognized military and civilian organizations that study, influence or are otherwise concerned with work force diversity. Military organizations shall include, but are not limited to: the Defense Advisory Committee on Women in the Services (DACOWITS); the National Naval Officers Association (NNOA); and the Women Officers Professional Association (WOPA). [old G-PLD-1 1.i.]
- i. Disseminate information about workforce diversity to the Coast Guard at-large by periodically publishing newsletters; establishing and maintaining a work force diversity library; and providing educational and professional development information. [old G-PLD-1 1.j]
- j. Incorporate the Commandant's diversity goals into workforce career development goals. [old G-PLD-1 1.k]

**LEADERSHIP AND CAREER DEVELOPMENT DIVISION
(G-HLD-2)**

1. Under the direction of the Chief, Leadership and Career Development Staff, the Chief, Leadership and Career Development Division shall:

- a. Coordinate all Headquarters Program Manager input and establish minimum performance requirements for the following Coast Guard resident leadership training programs:
 - (1) Cadet Leadership Training
 - (2) OCS and DCO Programs
 - (3) CPO Academy (in partnership with the Master Chief Petty Officer of the Coast Guard Guard)
 - (4) Leadership and Management School (LAMS)
 - (5) CWO Indoctrination Program
 - (6) Diversity Management and Gender Equality
 - (7) Mentoring
 - (8) A-School/New Petty Officer Leadership Training
 - (9) Enlisted Recruit Training
- b. Develop and monitor program measures of effectiveness for all of the above programs through ongoing external evaluation programs. [old G-PLD-2 1.b]
- c. Construct, maintain and promulgate leadership development plans for the Coast Guard workforce. [old G-PLD-2 1.c]
- d. Manage the Coast Guard Mentoring Program; promote voluntary mentoring and other networks to facilitate dissemination of professional information and to encourage professional development. [old G-PLD-2 1.d]
- e. Review all Coast Guard curricula and annual training plans pertaining to leadership, ensuring consistency with published developmental plans and minimal duplication of effort. [old G-PLD-2 1.e]
- f. Ensure quality management training and education is an integral part of the Coast Guard leadership development process; Liaison with the Quality Advisor to the Commandant to ensure Quality Performance Consultants' (QPCs) training and unit assessments are properly aligned with overall leadership development efforts. [old G-PLD-2 1.f]
- g. Provide input pertaining to leadership expectations and development programs to G-HP on the Officer Evaluation System, the Enlisted Performance Evaluation System, and the Civilian Performance Appraisal System. [old G-PLD-2 1.h]

- h. Develop officer and enlisted career guidebooks and update periodically. [old G-PLD-2 1.k]
- i. Provide overall direction to programs on civilian leadership development; define civilian leadership expectations for non-supervisory, supervisory, management and executive levels. [old G-PLD-2 1.n]
- j. Oversee the development of enlisted MRN Performance Qualifications and correspondence courses pertaining to leadership and diversity management. Ensure proper linkage to Service-Wide Exams (SWE's). [old G-PLD-2 1.o]

**RESOURCE MANAGEMENT STAFF
(G-HM)**

1. Mission. Manage the finances and information of the Human Resources Directorate. Manage the flows and needs of the total workforce for the organization.
2. Functions. Under the direction of the Deputy Chief of Staff for Human Resources, the Chief, Resource Management Staff shall:
 - a. Oversee all aspects of the Strategic Planning, Programming, Budgeting, Execution and Evaluation System (SPPBEES), Information Resources Management (IRM), and Workforce Management for G-HR. [new]
 - b. Interface/coordinate as necessary with G-HR Directorates to provide necessary information to the Chief of Staff. [new]
 - c. Administer the AFC- 10/11/12, 08, 20, 30 and 72 accounts. Monitor the status of the AFC-56, 57, 73 and 90 accounts. [new].

SPPBEES STAFF
(G-HMR)

1. Under the direction of the Chief, Resource Management Staff, the Chief, SPPBEES Staff shall:
 - a. Oversee the military pay and allowance accounts (AFC-10/11/12), and the civilian pay account (AFC-08), including the projection of pay and allowances costs, apportionment schedules and development of annual Standard Personnel Costs (SPCs). [old G-Pd-1 1.a, old G-Pd 1/1 1.a.]
 - b. Monitor the execution of all reimbursable budget programs (RT, AC&I, and RDT&E) that involve the expenditure of AFC-10/11/12; develop an obligation program for FICA tax contribution for military personnel; monitor the unemployment compensation (UCX) entitlement costs and program funding; and administer the Temporary Active Duty (TEMAC) Program. [old G-Pd-1 1.b, old G-Pd-1/1 1.b.]
 - c. Administer the G-HR's AFC-30 funds, including development of the annual apportionment and coordination of AFC-30 IBUDS responses for requests from the field. [old G-Pd-1 1.c, old G-Pd-1/1 1.c., revised]
 - d. Assist the Workforce Planning Staff in the assessment of present and future workforce and personnel management trends, and integrate this information into the programming and budgeting process. [old G-Pd-1 1.d]
 - e. Coordinate responses to concurrent clearances and Planning Proposals. Coordinate responses to OST, OMB, and Congress relating to budget items. Compile and review all RCPs and monitor their progress through the budget cycle. [old G-Pd-1 1.e]
 - f. Monitor the status of AFC-08, 10/11/12, 20, 56, 57, 72/73 & 90; make recommendations for reprogramming as necessary. [old Pd-1 1.f, old G-Pd-1/1 1.d, old G-PCV-1 1.g, old G-KRM-1 1.b]
 - g. Publish the Human Resource Strategic Management Plan. [old G-Pd-1 1.g]
 - h. Coordinate, facilitate and publish the Program Descriptions, Program Directions, Business Plans, and functional statements for G-HR Directorates. [old G-Pd-1 1.h, revised]
 - i. Provide readiness interface for exercises and mobilization (WARMAPS) planning. [old G-Pd-1 1.i, old G-Pd-1/2 1.c, old G-KRM-2 1.d.]

- j. Act as HR Directorate Space, Personal Property, and Directives Program Coordinator. [old G-Pd-1 1.j, old G-Pd-1/2 1.d. (1), (2), and proposed TISG G-RT 2.q]
- k. Coordinate and oversee the development of RDT&E funded projects for G-HR. [old G-Pd-1 1.k, revised]
- l. Develop the financial plan and monitor the execution of the PCS travel fund account (AFC-20). [old G-Pd-1 1.1, old G-Pd-1/1 1.f]
- m. Oversee the Civilian Pay account (AFC-08). [old G-PCV-1 1.g, revised]
- n. Act as appropriations manager for the Retired Appropriations (AFC-72) account. [old G-Pd-1 1.n, old G-Pd-1/1 1.e]
- o. Coordinate preparation for Flag Conferences and responses to after-action tasking. [old G-Pd-1 1.o, old G-Pd-1/2 1.m]
- p. Serve as POC/Coordinator with G-CCS-2 for A-123 Activities (risk assessments, internal management reviews, and activities with DOTIG and GAO auditors). [old G-Pd-1 1.p, old G-Pd-1/2 1.r]
- q. Analyze support requirements for all Human Resources Directorate programs and coordinate SPPBEES functions, including the development of issues and RCPs. [old G-Pd-1/2 1.t, G-KRM-1 1.i., G-KRM-2 1.a., G-KRM-2 1.b, old G-Pd-1 1.r, revised]
- r. Maintain an accounting and internal control system which includes an accurate ledger, routine reconciliation with DAFIS, implementation and enforcement of accepted accounting procedures, and regular internal review. Act as a liaison with the Budget Division, Accounting Management Division and the Finance Center for financially related matters for the Deputy Chief of Staff for Human Resources. [old G-KRM-1 1.b(1) (revised)]
- s. Coordinate preparation of external communications. [old G-Pd-1/2 1.a(2)]
- t. Coordinate responses to cross-Directorate periodic reports, e.g., Program Director's Key Issues, DOT Key Activities. [old G-Pd-1/2 1.a(3)]

- u. Research and respond to inquiries involving HR Directorate policies and procedures. [old G-Pd-1/2 1.f]
- v. Coordinate and review other Armed Forces directives and regulations, public laws, pending legislation, regulations, and instructions pertaining to military personnel administration to determine impact on Coast Guard policies and procedures. [old G-Pd-1/2 1.i]
- w. Serve as Legislative Program Coordinator for the Directorate. [old G-Pd-1/2 1.j and old G-KRM-2 1.k]
- x. Act as G-HR Idea Express, FOIA and Privacy Act Coordinator. [old G-Pd-1/2 1.k, revised]
- y. Coordinate responses for OST, OMB and Congressional Stage Budget inquiries; compile and review all RCP submissions and monitor progress through the budget cycle. [old G-Pd-1/2 1.n]
- z. Facilitate the strategic human resource planning group to develop long-range, personnel system goals and strategies, and identify potential problems and opportunities for improvement. Publish the G-HR Strategic Management Plan. This would include coordinating, facilitating and publishing the G-HR Description, Direction, and Business Plan. [old G-Pd-1/2 1.o]
- aa. Coordinate the development and maintenance of staffing standards for all G-HR programs. [old G-KRM-2 1.c (revised)]
- bb. Provide FTE management for AFC-08, to include reporting and usage projections for all funding categories. [new]
- cc. Provide FTE management for "nonceiling" FTE, to include reporting and usage projections for the Student Employment and Student Career Experience Programs. [new]
- dd. Provide overtime ceiling management. Includes AFC-08 overtime allocation processes and maintenance of COMDTINST 12550.4 (series) and associated directives. [new]

**INFORMATION RESOURCES MANAGEMENT STAFF
(G-HMI)**

1. Under the direction and supervision of the Chief, Resource Management Staff, the Chief, Information Resources Management (IRM) Staff shall:

- a. Provide decision support, information services, analyst support and data information processing needs within HR. [old G-Pd-3 1.a, proposed TISG G-RTF-3 1.j, and old G-KRM-4 1.a]
- b. Develop and maintain integrated hardware and software systems to perform processing activities and data management within HR. [old G-Pd-3 1.b and old G-KRM-4 1.a]
- c. Provide information system users within HR, and selected field units, access to current and historical personnel data, in a form which supports routine functions and decision making processes. [old G-Pd-3 1.c and old G-KRM-4 1.a]
- d. Assist HR information system users with training and advice on operation of those systems and direct analyst support for requirements identification. [old G-Pd-3 1.d]
- e. Serve as Data Base Administrator for HR systems. [old G-Pd-3 1.e]
- f. Establish IRM policy and procedures for information systems within HR. Manage resources necessary to meet information and data processing requirements within HR. [old G-Pd-3 1.f]
- g. Develop long and short-term plans and budgets for development and maintenance of HR information systems. Make recommendations for organizational improvement, based on capabilities provided by automated systems. [old G-Pd-3 1.g, proposed TISG G-RTF-3 1.o (revised), old G-KRM-4 1.a, old G-KRM-1 1.c, and old G-KRM-1 1.d]
- h. Develop or coordinate the development of HR information systems. Assist customers in working with other agencies and Headquarters offices to provide interfaces between their information systems and HR information systems. [old G-Pd-3 1.h and old G-KRM-4 1.a]
- i. Assist HR information system users in obtaining and analyzing human resource data by providing retrieval, reporting, and decision support tools. Staff the HR Computer User Support Center for this purpose. [old G-Pd-3 1.i, proposed TISG G-RTF-3 1.m and 1.l, and old G-KRM-4 1.a]

- j. Assess impacts of human resources policy changes on information management systems and coordinate development and implementation of resulting changes with PPC Topeka and OSC Martinsburg. [old G-Pd-3 1.j and proposed TISG G-RTF-3 1.n]
- k. Ensure procedures published in PMIS/JUMPS manuals, COMDTINST M1080 (series) comply with policies published in the Personnel Manual, COMDTINST M1000.6 (series) and the Reserve Administration and Training Manual, COMDTINST M1001.26 (series). [old G-Pd-3 1.k]
- l. Coordinate HR SIRMP and support development of human resources data and information availability to meet internal and external customer needs. [old G-Pd-3 1.1] [proposed TISG G-RT-2 1.o] [old G-KRM-4 1.a]
- m. Act as technical director for Headquarters units, as assigned. [old G-Pd-3 1.m]
- n. Manage the YN Rating. Act as YN Force Manager. [old G-Pd-3 1.n]
- o. Assist internal customers in establishing and maintaining liaison with other government agencies and private organizations to exchange information and technology. [old G-KRM-4 1.b]
- p. Assist in the development/evaluation of AC&I/AIS RCPs; APPs, and other documents related to HR information systems development. [proposed TISG G-RTF-3 1.p]
- q. Act as liaison with CGHQ(dt) for IRM support: configuration management, hardware and software installation, licensing and maintenance, office automation support and training, and system and data security. [proposed TISG G-RTF-3 1.k (revised)]
- r. Provide COTR (Contracting Officer's Technical Rep) support services and consultation to HR managers for decision support and information systems development. [proposed TISG G-RTF-3 1.q]
- s. Assist the Reserve Component Commander to ensure compatibility of information elements with DOD's Reserve Component Common Personnel Data System (DMDC Monterey); coordinate changes with PPC Topeka and OSC Martinsburg. [proposed TISG G-RTF-3 1.r]

- t. Develop and maintain a Director for Health and Safety computer based resource information system to include statistics for health care delivery, mishap reporting and tracking, the Occupational Medical Monitoring Program and financial management. [old G-KRM 1.e.]
- u. Support all data entry, analysis and systems maintenance within the Health and Safety Directorate. [old G-KRM-4 1.e]
- v. Receive reporting data from subordinate commands, ensure data is updated, and maintain associated data bases. [old G-KRM-4 1.f]
- w. Maintain and administer the ADP Plan and ADP Security Plan for HR. [old G-KRM-4 1.g]
- x. Determine data elements for HR based on program input. [new]
- y. Chair HR information resource management board which provides input from HR Directorates and sets priorities for system development, maintenance, and enhancement activities; represent G-HR view on this board. [new]
- z. Chair configuration management board for all HR systems. Make final technical decisions on both database administration and application software implementation issues. [new]

**WORKFORCE PLANNING STAFF
(G-HMF)**

1. Under the direction of the Chief, Human Resources Management Staff, the Chief, Workforce Planning Staff shall:

- a. Develop and oversee a program of total force planning and management. Integrate information from the Resource Director as well as program, support and acquisition managers in developing employment capability plans for each component of the Coast Guard workforce (Active duty Officer, Enlisted; and Civilian). Insure accessions, promotions, training and other workforce flows are compatible with force structures, personnel inventories and billet/position targets. [old G-Pd-5.1.a]
- b. Predict the impact of external and internal trends on the human resource management system in order to alert managers on potential problems and opportunities. Integrate this information into the employment capability plans and the Coast Guard planning, programming and budgeting process for the active duty military and civilian workforce. [old G-Pd-5.1.b (amended)]
- c. Develop and implement methods to predict future active duty inventory structures, training needs, promotion rates and accessions needs. Assess the ability of the current total workforce to meet present and future mission requirements. [old G-Pd-5.1.c]
- d. Provide policy analysis and decision support to the Chief of Resource Management by evaluating past and present policies and practices and predicting the impact of proposed policies and practices on the structures of the active duty military and civilian workforces. [old G-Pd-5.1.d]
- e. Develop and maintain estimates of outyear workforce requirements. Develop 1-5 year projections of active duty inventories, accessions and training targets. Working with Reserve workforce analysts, perform risk analysis on projections to enable resource trade-offs from active and reserve resources. [old G-Pd-5.1.e (amended)]
- f. Analyze and track all billet and position changes in sufficient detail and time span so as to enable the use of historical data as a decision making tool on future change proposals [old G-Pd-5.1.f]
- g. Measure and track general detail consumption. Make recommendations on the size and distribution. [old F-Pd-5.1.g (amended)]

- h. Review all planning initiatives which involve changes to the workforce (e.g., RCPs, PPs, PAAs, etc). Evaluate their impact on structure, design, cost, stocks and profiles, and any issues related to the effectiveness and efficiency of the current and future workforce. Provide input to the Resource Director and the Program, Force and Facility Managers so they can incorporate it in their analysis. [old G-Pd-5.1.h]
- i. Participate in the acquisition process to ensure human resource requirements are included in all phases of the acquisition process. Provide guidance on Personnel issues to ensure Personnel analyses are included early in major acquisitions. [old G-Pd-5.1.1 (amended)]
- j. Provide support and assistance to enlisted rating Force Managers in analyzing and monitoring their ratings. [old G-Pd-5.1.1]
- k. Recommend action to staff elements responsible for controlling accession, attrition and flow rates. Identify critical shortfalls/excesses and develop recommendations for remedial actions.
- l. Coordinate efforts with training and accession staffs to ensure the workforce is planned with sufficient time to provide the required number of skilled personnel to perform required work.
- m. Develop long and short range plans to meet the anticipated need of the organization in terms of number, type, series grade and skill level of the future active duty military and civilian workforces.
- n. Interact routinely with the Active duty and Reserve Military and Civilian Personnel Divisions in determining the direction and health of their workforces. [revised]
- o. Oversee the Rating Review process to ensure enlisted ratings are reviewed and examined on a regular basis.
- p. Oversee R&D funded workforce planning and personnel management research and development.
- q. Develop and monitor workforce representation goals and related accession goals for active duty, reserve and civilian workforces. Provide trend information to Leadership/Diversity program managers for their use. [new]
- r. Act as program manager for the Operations Research postgraduate program. Provide class selection guidance, approve thesis topics, etc. [new]

- s. Perform long term officer and enlisted workforce planning. Conduct or participate in studies necessary to improve officer and enlisted workforce management. (revised from G-PMP-1)
- t. Coordinate G-HR responses to concurrent clearances and Planning Proposals. [old G-Pd-1/2 1.a(1)]

**DIRECTOR FOR PERSONNEL MANAGEMENT
(G-HP)**

1. Mission. To provide Coast Guard policy on military and civilian personnel management, including accession, assignment, promotion and advancement, pay, travel, and the separation of personnel and the provision of morale and Work-Life services.
2. Functions. Under the direction of the Deputy Chief of Staff for Human Resources, the Director for Personnel Management shall:
 - a. Generally manage and direct the functions assigned to the Directorate of Personnel Management, encompassing procurement, assignment, pay, and separation of military and civilian personnel. [old G-P 2.a (revised)]
 - b. Exercise general administration of the Coast Guard Exchange System (CGES) and the Morale, Welfare and Recreation (MWR) program. [old G-P 2.b (revised)]
 - c. Exercise technical control of assigned Headquarters units. [old G-P 2.d]
 - d. Oversee the Coast Guard's Uniform Program, including policy, procurement and distribution. Publish the Coast Guard Uniform Regulations (COMDTINST M1020.6 series). Serve as a member of the Clothing and Textile Flag Officers Steering Group. [old G-P 2.f]
 - e. Establish, promulgate, and monitor policies and procedures for a Physical Disability Evaluation System. [old G-P 2.g]
 - f. Serve as the Program Director for the Coast Guard Personnel Center and Personnel Support Programs. [old G-P 2.h (revised)]
 - g. Oversee the Retired Servicemen's Survivor Benefit Plan and the Survivor Benefit Plan. [old G-P 2.i]
 - h. Administer funds in those appropriations or allotment fund codes under the control of the Director for Personnel Management. [old G-P 2.c]
 - i. Prescribe the fiscal reports and data relating to pay to be submitted by field units to meet financial management and reporting requirements of the Coast Guard, Department of

Transportation, and other government agencies. Coordinate with the Director of Finance and Procurement as appropriate. Review and analyze such fiscal reports and data and initiate or issue appropriate directives to field units to ensure uniformly high standards of fiscal efficiency, effectiveness and economy. [old G-P 2.j]

- j. Serve as Member of the Coast Guard Trust Fund Board of Control.
- k. Serve as Member of the QPMC Coordinating Council.
- l. Serve as Member of the Personal Property Customer Service Council.

**MORALE, WELFARE AND RECREATION,
AND CG EXCHANGE SYSTEMS STAFF
(G-HPX)**

1. Under the direction of the Deputy Chief of Staff for Human Resources, the Chief, Morale, Welfare and Recreation, and CG Exchange Systems Staff shall:

- a. Develop and promulgate policy, establish objectives and standards, and prescribe systems and procedures necessary for effective management and operation of Coast Guard Exchange Systems (CGES) and Morale, Well-being, and Recreation (MWR) programs. [old G-PXM 1.a (amended)]
- b. Develop and implement a retail business strategy identifying management goals to achieve CGES profit objectives and MWR funding requirements. [old G-PXM 1.b (amended)]
- c. Develop and direct retail business plans that are consistent with program goals, strategies, and sound business practices. [old G-PXM 1.w (amended)]
- d. Conduct the business operations, personnel and accounting functions of the CGES program and provide administrative support to MWR programs. [NEW]
- e. Manage and direct the NAF Audit and Internal Control Program to ensure compliance with acceptable standards and to minimize the risk exposure of program assets. [old G-PXM 1.y and h]
- f. Maintain the Trust Fund Headquarters financial accounts, prepare supporting monthly financial statements, and develop annual budgets. [old G-PXM 1.g,k, l and m]
- g. Prepare position papers/documentation for CGES/MWR related Trust Fund agenda items. [old G-PXM 1.k, l, m and g]
- h. Determine appropriated and non-appropriated fund resource requirements for CGES and MWR programs, prepare supporting documentation for required funding, and manage/execute AFC-30 and NAF operating budgets. [old G-PXM 1.c, l, u and aa]
- i. Direct and assist field operations with implementation of industry practices and sound administrative procedures for CGES and MWR programs. [old G-PXM 1.v]
- j. Perform financial and operational analyses of CGES and MWR operations to identify opportunities for improvement to increase profitability. [old G-PXM 1.i (amended)]

- k. Establish and manage CGES and MWR standardized management information systems to include accounting, payroll, reporting, personnel, point-of-sale, and inventory control systems. [old G-PXM 1.n (amended)]
- l. Develop and direct the implementation of merchandising, marketing and buying programs consistent with market trends and customer buying habits. [NEW]
- m. Manage the NAF Cash Management and Investment Program, Employee Benefit Program, the Consolidated Insurance Program, and the Capital Improvement Program. [Old G-PXM 1.j, q, and r]
- n. Conduct employee management training to ensure professional development and achievement of program goals and objectives. [old G-PXM 1.f and s]
- o. Distribute CGES profits generated for the MWR program to field elements based upon established policy. [old G-PXM 1.o and aa]
- p. Establish cooperative efforts with industry and DOD exchanges to promote and enhance CGES and MWR programs. [old G-PXM 1.x]
- q. Represent the Coast Guard in forums external to the organization on matters dealing with CGES and MWR. [old G-PXM 1.d]
- r. Coordinate and prepare responses to all Congressional and other Government agency inquiries on CGES and MWR. [old G-PXM 1.z]

OFFICE OF MILITARY PERSONNEL
(G-HPM)

1. Under the direction of the Director for Personnel Management, the Chief, Office of Military Personnel shall:

- a. Administer military retiree and decedent program and survivor benefit plans. [old G-PMP-1.1]
- b. Supervise the Coast Guard Liaison to DoD Compensation Staff. [old G-PMP-1.b]
- c. Serve as Member of the QRMC Advisory Panel.
- d. Coordinate with G-K, G-H and MPC Recruiting Division to establish policy, set minimum qualification limits, and promulgate minority and women goals for the Coast Guard military recruiting program. [old G-PMP-1.d]
- e. Serve as a member of the USCG Headquarters Council on Strategies for Performance Improvement in Leadership. [new]
- f. Develop policies for the accession, assignment and separation of military personnel. [old G-PMP-1.f]
- g. Develop and coordinate military compensation policies and procedures. [old G-PMP-1.g]
- h. Develop and coordinate policies and procedures relating to military travel and transportation entitlements. [old G-PMP-1.h]
- i. Serve as technical director for the Coast Guard Personnel Command. [old G-PMP-1.i]
- j. Serve as President of the Uniform Board [old G-PMP-1.j]
- k. Represent USCG as Senior Military Representative to Defense Advisory Committee on Women in the Services (DACOWITS). Administer all Coast Guard DACOWITS functions. [old G-PMP-1.k]

**POLICY AND STANDARDS DIVISION
(G-HPM-1)**

1. Under the direction of the Chief, Office of Military Personnel, the Chief, Policy and Standards Division shall:

- a. Develop and formulate policy with respect to enlisted and officer personnel management and recommend legislation, if appropriate; review all proposed legislation affecting military personnel and make recommendations for Coast Guard action. [old G-PMP-1 1.a]
- b. Develop policy on the enlisted incentive pay programs. [old G-PMP-1 1.b]
- c. Develop policies for assignments and rotations of assignments for officers. [old G-PMP-1 1.c]
- d. Develop and validate personnel selection criteria with the Force Planning Staff. Determine the entry aptitude mix required to meet future Coast Guard mission needs. Establish desired aptitude category quotas for accession planning. [old G-PMP-1 1.d]
- e. Determine, in accordance with operating needs, the overall experience for officer personnel; coordinate billet requirements and training requirements to sustain the needed experience level. [old G-PMP-1 1.f]
- f. Perform headquarter's planning coordination functions for the CG Military Personnel Command's recruiting mission. [old G-PMP-1 1.g (revised)]
- g. Develop enlisted personnel assignment policies. [old G-PMP-1 1.h]
- h. Develop tour lengths and obligated service requirements for transfers. [old G-PMP-1 1.i]
- i. Review and implement recommendations submitted to the Commandant for changes of policy and procedure in connection with the administration of the military personnel program. [old G-PMP-1 1.j]
- j. Coordinate input to the Force Planning Staff, identifying the linkage between the supply side and demand side of the assignment equation. [old G-PMP-1 1.k]
- k. Initiate and implement legislative and policy changes affecting the management of the commissioned and warrant officer corps. [old G-PMP-1 1.l]

- l. Initiate and implement legislative and policy changes affecting the management of the commissioned and warrant officer corps. [old G-PMP-1 1.1]
- m. Oversee and monitor the Officer Evaluation System and the Enlisted Performance Evaluation System. [old G-PMP-1 1.m]
- n. Maintain liaison with the Office of Civil Rights (G-H) and the Leadership and Career Development staff as required to oversee the minority and women recruiting programs. Promulgate minority and women officer recruiting goals as appropriate. [old G-PMP-1 1.n (revised)]
- o. Set minimum qualification limits, including medical standards, for inductees. [old G-PMP-1 1.o]
- p. Be responsible for developing and changing minimum medical standards for accessions. [old G-PMP-1 1.p]
- q. Develop and recommend policy regarding the Physical Disability Evaluation System. [old G-PMP-1 1.q]
- r. Develop and recommend retirement policy. [old G-PMP-1 1.r (revised)]
- s. Monitor Coast Guard military recruiting programs including PPEP, MORE and JROTC. [old G-PMP-1 1.s]
- t. Respond to Congressional requests, FOIA and other official inquiries involving military personnel and policy implementation. [old G-PMP-1 1.u]
- u. Monitor exit surveys as required by work-life initiatives. [old G-PMP-1 1v (revised)]
- v. Perform long-term officer corps planning. Conduct studies, as necessary, to improve officer corps management. [old G-PMP-1 1.aa]
- w. Perform long-term enlisted force management planning. Conduct studies, as necessary, to improve enlisted corps management. [old G-PMP-1 1.ab]
- x. Monitor the specialty structure of the commissioned and warrant officer corps. [old G-PMP-1 1.ac]
- y. Serve as Coast Guard point of contact on military educational benefits. Review legislative proposals, recommend Coast Guard action. [old G-PMP-1 1.ah]
- z. Oversee military discipline functions. [old G-PMP-3 1.a]

- aa. Administer the Coast Guard Voting Assistance Programs. [old G-PMP-3 1.b]
- bb. Review all Courts-Martials referred for severity, appropriate sentence, effect on current policies and concepts of discipline and justice and for requests of restoration of duty and/or residual clemency. [old G-PMP-3 1.c]
- cc. Review complaints of indebtedness, non-support of dependents, and paternity. [old G-PMP-3 1.d]
- dd. Initiate action on requests for remission of indebtedness and waiver of claims against the U.S. Government. [old G-PMP-3 1.e]
- ee. Develop policy for the military Drug Awareness and Detection Program. [old G-PMP-3 1.f]
- ff. Plan, develop, and publish policy, goals and procedures for the effective and efficient management and operation of uniform clothing programs. [old G-PMP-3 1.h]
- gg. Direct the military uniform support program supply fund capitalization and inventory investment. Designate items authorized for resale. [old G-PMP-3 1.i]
- hh. Maintain and update applicable directives. [old G-PMP-3 1.j]
- ii. Serve as Secretary of the Permanent Uniform Board. Develop the agenda, coordinate and manage all administrative matters directly associated with meetings of the Uniform Board. [old G-PMP-3 1.k]
- jj. Plan and direct the introduction of approved or adopted items into the Coast Guard uniform supply system. [old G-PMP-3 1.l]
- kk. Review and recommend policy for uniform clothing allowances including special and supplementary changes as required. [old G-PMP-3 1.m]
- ll. Administer and manage the Uniform Certification Program ensuring specification and quality compliance of all uniform and insignia items manufactured by private industry and sold in Coast Guard uniform stores and exchanges throughout the Service. [old G-PMP-3 1.n]
- mm. Represent the Coast Guard in all matters relating to uniform development, design, quality assurance, and logistics with private industry, agencies of the Department of Defense, other government agencies, and trade organizations of private industry. [old G-PMP-3 1.o]

**COMPENSATION DIVISION
(G-HPM-2)**

1. Under the direction of the Chief, Office of Military Personnel, the Chief, Compensation Division shall:
 - a. Establish policy for military pay, allowances and expenses associated with carrying out official travel. Establish procedures for military personnel property transportation. [old G-PMP-2 1.a]
 - b. Interpret regulations in the resolution of field generated problems concerning pay, allowances and expenses associated with carrying out official travel. [old G-PMP-2 1.b]
 - c. Represent the Coast Guard on the Military Advisory Panel of the Per Diem, Travel, and Transportation Allowance Committee; coordinate travel and transportation policy with regard to active duty, reserve, retired personnel and annuitants. [old G-PMP-2 1.c]
 - d. Liaison with Defense Finance and Accounting Service (DFAS); ensure Coast Guard concerns are reflected in the establishment of DoD entitlements policy for active duty, reserve, retired personnel and annuitants. [old G-PMP-2 1.d]
 - e. Determine system impact of new legislation and changes affecting pay, allowances and expenses associated with carrying out official travel. Prepare budget documents as required. [old G-PMP-2 1.e]
 - f. Specify pay related data needed for PMIS/JUMPS and advise on the installation of new or revised pay systems for the Coast Guard. [old G-PMP-2 1.f]
 - g. Publish the Coast Guard Pay Manual, Coast Guard Supplement to the JFTR, and Personal Property Transportation Manual. [old G-PMP-2 1.g]
 - h. Administer the debt collection program as it pertains to matters of pay and allowances. [old G-PMP-2 1.h]
 - i. Coordinate Coast Guard participation in the Quadrennial Review of Military Compensation (QRMC). [old G-PMP-2 1.i]
 - j. Act as Authorized Certifying Officer (ACO) for Coast Guard claims/appeals of military members and annuitants for pay and allowance entitlements. [old G-PMP-2 1.j]
 - k. Provide oversight for annual Report on the Coast Guard Military Retirement System required by 31 USC 9503. [old G-PMP-2 1.k]

1. Act as the focal point for liaison with the Comptroller General of the U.S. in matters relating to pay, allowances and matters relating to travel pertaining to military official orders. [old G-PMP-2 1.1]
- m. Administer the waiver of claims program for annuitants and SBP. [old G-PMP-2 1.m]
- n. Coordinate Coast Guard participation in annual VHA survey. [old G-PMP-2 1.n]
- o. Supervise Transportation Operational Personal Property System (TOPS) liaison officers. [old G-PMP-2 1.o]
- p. Represent the Coast Guard at Military Traffic Management Council meetings. [old G-PMP-2 1p]
- q. Coordinate Coast Guard participation in DoD's Personal Property Transportation System, including TOPS. [old G-PMP-2 1q]
- r. Act as training coordinator for Personal Property Transportation Officers. [old G-PMP-2 1.r]
- s. Administer the Coast Guard programs for Survivor Benefit Plan, the Retired Serviceman's Family Protection Plan (RSFPP) and civil readjustment. Act as member of the DOD Joint Board for the RSFPP/SBP to update uniformed services regulations on administering the programs. Coordinate the Health Care Program for members being separated (US-VIP). [old G-PMP-2 1.s]
- t. Administer the Serviceman's Group Life Insurance (SGLI) and Veterans Group Life Insurance (VGLI) programs and serve as member of the SGLI/VGLI Advisory Council. [old G-PMP-2 1.t]
- u. Oversee Coast Guard transition assistance, retired and decedent affairs, and survivor benefits programs. [old G-PMP-2 1.u]
- v. Coordinate the National Council of Coast Guard Retirees. Provide administrative and logistic support for National council meetings. Ensure that retiree views are considered in the development of benefits policies. [old G-PMP-2 1.v]
- w. Serve as Coast Guard Representative to DoD advisory boards for SBP/RSFPP, VA/SGLI/VGLI and retiree councils. [old G-PMP-2 1.w]
- x. Approve applications for the trusteeship of retired and active duty members and representative payees for annuitants found to be mentally incompetent. [old G-PMP-2 1.x]

- y. Receive initial reports of all Coast Guard and NOAA personnel casualties. Assist District Commanders and other Coast Guard units to ensure prompt notification of next of kin. Advise legal counsel during imminent death retirement processing. [old G-PMP-2 1.y]
- z. Administer the Coast Guard Decedent Affairs program. Provide policy guidance concerning decedent affairs and coordinate activities for decedent active duty members and their dependents and reserve members under age 60. Coordinate among PPC, G-CAS, and unit Casualty Assistance Call Officers. Prepare letters of condolence and Service Certificate for Commandant's signature. Release ALCOAST/ALDIST reporting deaths of flag officers (active, reserve, and retired). Prepare biweekly headquarters death reports. [old G-PMP-2 1.z (revised)]
- aa. Liaise with OSD Compensations and Congressional Affairs in coordinating legislation concerning military pay and allowances. [new]

MEDALS AND AWARDS DIVISION
(G-HPM-3)

1. Under the direction of the Chief, Office of Military Personnel, the Chief, Medals and Awards Division shall:

- a. Provide administrative support for the Coast Guard Board of Awards. [old G-PMP-4 1.a]
- b. Prepare citations for award of the major decorations. [old G-PMP-4 1.b]
- c. Maintain liaison with DoD on related interpretation and application of regulations on awards. [old G-PMP-4 1.c]
- d. Initiate instructions and criteria concerning new awards and decorations. [old G-PMP-4 1.d]
- e. Maintain a chronological record and Lifesaving Record Book for National Archives of the Recipients of the Gold and Silver Lifesaving Awards. [old G-PMP-4 1.e]
- f. Make determination as to eligibility of personnel for campaign medals and ribbons. [old G-PMP-4 1.f]
- g. Develop procedures to evaluate the effectiveness and impact of programs administered and services provided to the field. [old G-PMP-4 1.g]
- h. Serve as Secretary, Coast Guard Board of Awards. [old G-PMP-4 1.h]
- i. Coordinate Coast Guard participation in the Coast Guard Foundation Awards ceremonies. [old G-PMP-4 1.i]
- j. Coordinate G-HR military medals and awards program. [old G-PMP-4 1.j]
- k. Design and develop new medals and ribbons, as required. [old G-PMP-4 1.k]
- l. Serve as Coast Guard representative to the Joint Committee of DoD Awards Officers. [old G-PMP-4 1.l]

OFFICE OF CIVILIAN PERSONNEL POLICY AND STANDARDS
(G-HPC) [old G-PCV]

1. Under the direction of the Director for Personnel Management, the Chief, Office of Civilian Personnel Policy and Standards shall:

- a. Plan, develop and issue personnel, pay and travel policies and procedures for civil service, Academy faculty, maritime employees, lightkeepers, lamplighters and nonappropriated fund employees of the Coast Guard. [old G-PCV 1.a.]
- b. Provide technical advice, guidance, and instruction to managers and command officials including operating personnel officers, work life cells, and Authorized Certifying Officials on civilian personnel, pay and travel issues. [old G-PCV 1.b.]
- c. Conduct special studies, research and analysis on a broad spectrum of work force management issues to assure that the civilian personnel system facilitates the accomplishment of the Coast Guard's mission through effective management and utilization of its human resources. [old G-PCV 1.c.]
- d. Develop and administer the civilian personnel support, training, travel and permanent change of station (PCS) budgets. [old G-PCV-1.d. (revised)]
- e. Represent the Coast Guard in dealings with OST, OPM, GAO, other DOT Administrations and Federal agencies on civilian personnel, pay and travel issues. Serve as the Coast Guard representative on the DOT Personnel Council. Serve as the contact point with DoD to assure consistency and uniformity of civilian personnel mobilization policies and procedures. [old G-PCV-1.e.]
- f. Serve as principal advisor to senior command officials, including the Commandant, on matters and issues relating to civilian personnel. Establish communication with civilian personnel through a variety of means to communicate the Commandant's philosophy and position on issues of interest and bring to the attention of senior officials issues of concern pertaining to the civilian work force. [old G-PCV-1.f.]
- g. Provide analysis, research and evaluation for special studies, items of importance to the Commandant, new program actions (i.e., legislative initiatives), Congressional inquiries, and public interest matters. [old G-PCV-1.h.]
- h. Serve as Program Manager for the civilian personnel service delivery system in the Coast Guard Personnel Command.
[new]

EMPLOYMENT, TRAVEL, SYSTEMS AND EVALUATION DIVISION
(G-HPC-1) [old G-PCV-1 (amended)]

1. Under the direction of the Chief, Office of Civilian Personnel Policy and Standards, the Chief, Employment, Systems and Evaluation Division shall:

- a. Provide program, policy and budget requirements in employment programs to include competitive and excepted services, recruiting, examining, promotion, placement, and conditions of appointment and re-employment. [old G-PCV-1.1.a.]
- b. Develop policy, plans and budget for a wide variety of special emphasis employment programs in response to Presidential, Secretarial, and Commandant initiatives. [old G-PCV-1.1.b.]
- c. Develop civilian reduction in force (RIF) policy and policy governing transfer of civilians under transfer of function regulations. Develop policies and provide oversight for effective outplacement of eligible employees affected by RIF or transfer of function. [old G-PCV-1.1.c.]
- d. Develop policy governing, and plan, schedule and provide oversight for, the conduct of civilian personnel management surveys of districts, maintenance and logistics commands, headquarters and headquarters units. [old G-PCV-1.1.d.]
- e. Develop policies, standards, and requirement statements governing effective use of automated civilian personnel systems. [old G-PCV-1.1.e.]
- f. Provide liaison with responsible DoT elements for policy and administration related to the Department's automated civilian payroll system. [old G-PCV-1.1.f.]
- g. Budget and administer AFC30 funds to support the civilian personnel program. [NEW]
- h. Develop policies related to the mobilization readiness of civilian personnel during periods of national emergency. [old G-PCV-1.1.]
- i. Review and comment on OST, OPM and Merit System Protection Board (MSPB) proposed rules or orders in respect to staffing and placement, special emphasis programs, and automated personnel systems. Participate in intra and interagency work groups. Provide analysis of proposed legislation and develop proposals as required. [old G-PCV-1.1.j.]

- j. Develop work force and other reports and analyses. Develop personnel record keeping policies consistent with Privacy Act and Freedom of Information Act requirements. [old PCV-1.1.h. (revised)]
- k. Conduct continuing program review to ensure broadly based customer servicing and employee communication. [old G-PCV-1.1.k.]
- l. Review existing and proposed policies and practices (including personnel) to assure they foster a total force concept by enhancing institutional identity. Establish mechanisms (including advisory councils) which assure that command officials, at all levels, stay abreast of issues and concerns of the civilian work force. Serve as catalyst to removing unnecessary barriers and differentiations which adversely affect the status of civilians in the Coast - Guard. [new]
- m. Develop civilian travel policies, provide authorization for expenditure of travel funds, manage civilian PCS and relocation budgets, administer contract provisions for civilian relocation, and establish appropriate procedures, reports and controls necessary for management of civilian travel. [old G-PCV-4.1.f.].
- n. Adjudicate and/or prepare civilian travel and transportation claim waivers within the authority delegated by GAO. [new]
- o. Develop work force reports and analyses. Develop personnel record keeping policies consistent with Privacy Act and Freedom of Information Act requirements. [old PCV-1.1]

**NON-APPROPRIATED FUND ACTIVITY (NAFA) PERSONNEL DIVISION
(G-HPC-2) [old G-PCV-2]**

1. Under the direction of the Chief, Office of Civilian Personnel Policy and Standards, the Chief, NAFA Personnel Division shall:

- a. Develop policies and procedures governing the conditions of employment for NAFA employees of the Coast Guard, in all areas of personnel management, i.e., position classification and management, wage and salary administration, placement and staffing, training and employee development, labor relations, performance appraisal, employee counseling, discipline, grievances and appeals, employee recognition, incentive awards, attendance and leave, insurance and annuities, and other related policies and procedures. [old G-PCV-2.1.a.]
- b. Provide oversight, technical advice and guidance to commands concerning the NAFA personnel system. [old G-PCV-2.1.b.]
- c. Establish the NAFA salary and wage systems comprised of Blue Collar (Crafts and Trades Federal Wage employees covered by Public Law), other local prevailing rate pay systems (administrative support and patron services), and the Pay Banding System for white collar employees. [old G-PCV-2.1.c.]
- d. Provide oversight of operational personnel service delivery system. [old G-PCV-2.1.d. (revised)]
- e. Coordinate with DoD on the formulation of NAFA personnel and pay policies. [old G-PCV-2.1.e.]
- f. Develop training programs for civilian and military managers governing NAFA personnel policies, procedures and requirements. [old G-PCV-2.1.f.]
- g. Develop NAFA labor relations policies and procedures. Review NAFA negotiated agreements for compliance with applicable law and regulation and assure consistency and uniformity of agreements. Advise on, and when necessary, participate in the negotiation of NAFA labor agreements and the resolution of bargaining impasses and third party disputes. [old G-PCV-2.1.g.]
- h. Plan, schedule and conduct personnel management evaluations, and special studies of NAFA field commands. [old G-PCV-2.1.h.]
- i. Develop policy and system criteria for a uniform NAFA personnel records system. [old G-PCV-2.1.i.]

- j. Review and comment on OST, OPM, MSPB and Federal Labor Relations Authority (FLRA) proposed rules or orders with respect to the NAFA personnel program. Participate in intra- and interagency work groups. Provide analysis of proposed legislation and develop legislative proposals related to NAFA personnel as required. [old G-PCV-2.1.j.]

**EMPLOYEE/LABOR RELATIONS, PERFORMANCE MANAGEMENT,
CLASSIFICATION & PAY DIVISION
(G-HPC-3) [old G-PCV-3 (amended)]**

Team 3

1. Under the direction of the Chief, Office of Civilian Personnel Policy and Standards, the Chief, Employee/Labor Relations, Performance Management, Classification & Pay Division shall:

- a. Develop program policy and procedures for employee relations to include discipline, performance based actions, grievances and appeals. Monitor the program to assure compliance with governing regulations and equitable treatment of civilian employees Coast Guard-wide. [old G-PCV-3.1.a.]
- b. Develop training policies and procedures. Provide overall direction of programs concerning civilian career development, long term training and executive management, and supervisory development. Review and recommend approval of annual civilian training plans prepared by the field and Headquarters. Plan information and training programs to promote Coast Guard objectives in civilian personnel management. [old G-PCV-3.1.b.]
- c. Formulate budget for the centrally-managed Servicewide Civilian Training program. As Central Point of Contact, allocate and administer funds. [old G-PCV-3.1.c. (amended)]
- d. Advise and, when necessary, participate in the negotiation of labor agreements and the resolution of bargaining impasses and third party disputes. Provide advice and guidance in labor-management relations including the interpretation of all applicable laws, rules, regulations and instructions. Review all agreements for compliance with law and regulation. [old G-PCV-3.1.d.]
- e. Develop program policies and procedures for performance management systems. Monitor the performance appraisal and awards process to assure that employees are appropriately recognized and rewarded. [old G-PCV-3.1.e.]
- f. Develop program policy, procedures and, where not otherwise delegated, manage and approve awards and related incentive recognition programs. Provide input into the formulation of budgets to support award systems. [old G-PCV-3-1.f. (amended)]
- g. Develop program policy and procedures and monitor the drug testing program to assure compliance with governing regulations. [old G-PCV-3.1.g.]

- h. Coordinate Coast Guard participation in the annual DoT Awards Ceremony. [old G-PCV-3.1.h.]
- i. Develop policies, procedures and techniques for the Federal Wage System classification of trades, crafts, and labor positions; and the General Schedule classification of professional, technical, administrative, and clerical positions; and the administrative classification of Academy Faculty, maritime, ALJ and SES positions. Conduct classification reviews of the civilian workforce. [old G-PCV-4.1.a.]
- j. Evaluate service-wide, the effectiveness of position management, classification, and compensation programs. Adjudicate classification appeals. [old G-PCV-4.1.b.]
- k. Develop policies, procedures and techniques for the Coast Guard position management program. Develop policies regarding staffing patterns and career ladders, job design, classification implications pertaining to reorganizations, and the implementation of program initiatives. [old G-PCV-4.1.c.]
- l. Establish and promulgate pay and compensation policies including basic compensation, premium pay, pay benefits, allowances, differentials, and special pay setting for administrative pay plan personnel and special work force groups, as well as the established Civil Service. [old G-PCV-4.1.d.]
- m. Develop policies and procedures relating to hours of duty, alternative work schedules, employee absence and use of leave. [old G-PCV-4.1.e.]
- n. Promulgate policies for the Federal Employee Retirement System, the Civil Service Retirement System and the Lighthouse Service Retirement Act. [old G-PCV-4.1.g.]
- o. Develop policies and procedures regarding employee health insurance, life insurance, Office of Workers' Compensation benefits, unemployment compensation allotments, and associated benefit programs. [old G-PCV-4.1.h.]
- p. Provide analysis, research and evaluation for special studies, work force planning efforts, new program actions (i.e., legislative, A-76), Congressional inquiries and public interest matters. [old G-PCV-4.1.i.]
- q. Adjudicate civilian compensation, health benefits and life insurance claim waivers within the authority delegated by GAO. Prepare for GAO adjudication of cases exceeding delegated authority. [NEW (amended)]
- r. Develop Coast Guard flexiplace programs. [NEW]

**OFFICE OF WORK LIFE
(G-HPW)**

1. Under the direction of the Director for Personnel Management, the Chief, Office of Work Life shall:

- a. Administer programs pertaining to the well-being of active duty members and dependents, reservists, and civilian employees of the Coast Guard. Serves as the work-life program manager for regional work-life staffs. [old G-PWL 1.a and old G-PCV 1.j (revised)]
- b. Plan and develop policies for the management of Coast Guard housing programs, including government owned and leased family and unaccompanied personnel housing. [old G-PWL 1.b (revised)]
- c. Plan and develop policies and procedures for the management of Coast Guard individual and family support programs, including crisis intervention, special needs, Employee Assistance, Relocation Assistance, child and elder care, financial counselling, dependent schooling and other human services. [old G-PWL 1.c (revised)]
- d. Develop measurements of effectiveness for housing, work-life and personnel support programs, assess the effectiveness of those programs and make recommendations for rebalancing work-life resources to maximize effectiveness. [old G-PWL 1.d]
- e. Provide management oversight to the Morale and Exchange programs. [new]

**HOUSING PROGRAMS DIVISION
(G-HPW-1)**

1. Under the direction of the Chief, Office of Work Life, the Chief, Housing Programs Division shall:
 - a. Develop, supervise, and administer Coast Guard housing policy including government owned and leased family and unaccompanied housing, and use of DoD and other housing resources. Develop policies for monitoring safety and energy efficiency of Coast Guard Housing. [old G-PWL-1 1.a]
 - b. Develop and maintain Family and Unaccompanied Personnel Housing policies and standards, including policies for Special Command, Command and Flag Quarters for government furnishing of public quarters. [old G-PWL-1 1.b]
 - c. Administer the operation and management (O&M) of Family and Unaccompanied Personnel Housing. [old G-PWL-1 1.c]
 - d. Review housing acquisition and other documentation affecting the housing programs. Provide program manager prioritization to G-ECV for inclusion in the Shore Facility Requirements List (SFRL). Coordinate Housing Market Studies. [old G-PWL-1 1.d]
 - e. Develop, budget, and manage AFC-01 and AFC-30 funds for housing programs. Monitor ATU budgets for housing maintenance. [old G-PWL-1 1.e]
 - f. Plan, budget and manage staffing resources for housing programs. [old G-PWL-1 1.f]
 - g. Develop and maintain an automated housing management system. [old G-PWL-1 1.g]
 - h. Develop, coordinate and conduct housing management training programs for military and civilian housing staff. [old G-PWL-1 1.h]
 - i. Develop and maintain a Coast Guard Housing Manual and such other publications as may be necessary. [old G-PWL-1 1.i]
 - j. Conduct biennial housing surveys to determine the adequacy and effectiveness of housing programs. [old G-PWL-1 1.j]
 - k. Provide mortgage assistance guidance, particularly information regarding the FHA Section 222 Mortgage Assistance Program. [old G-PWL-1 1.k]

- l. Coordinate management of the Homeowners Assistance Program (HAP) with the U.S. Army Corps of Engineers. [old G-PWL-1 1.1]
- m. Coordinate housing matters as necessary with outside agencies, including DoD. [old G-PWL-1 1.m]
- n. Perform evaluations to maximize effectiveness, utility and quality of Coast Guard housing programs. [old G-PWL-1 1.n]
- o. Be responsible for developing, tracking and reconciling leased and Coast Guard owned housing costs. [old G-PWL-1 1.o]

**INDIVIDUAL AND FAMILY SUPPORT DIVISION
(G-HPW-2)**

1. Under the direction of the Chief, Office of Work Life, the Chief, Individual and Family Support Division shall:
 - a. Monitor DoD Quality of Life programs and develop Coast Guard policies that are consistent with and take advantage of DoD efforts and facilities. [old G-PWL-2 1.a (revised)]
 - b. Monitor general societal social service programs (mental, physical, and emotional) and make recommendations for future Coast Guard directions. [old G-PWL-2 1.b]
 - c. In accordance with law, congressional mandates, and other guiding principles, administer a family violence program to prevent and reduce incidents of child and spouse abuse within Coast Guard families. Coordinate and provide Coast Guard-wide training on the program. Manage the Central Registry Case File system for the Coast Guard Family Violence and Special Needs Programs. [old G-PWL-2 1.c (revised)]
 - d. Develop and monitor intervention strategies over a broad range of areas including rape, suicide, substance abuse and occupational and natural disasters. [old G-PWL-2 1.d (revised)]
 - e. Initiate and develop policies for the Special Needs Program. Monitor Coast Guard, DoD, and national trends in Special Needs programs. Coordinate and provide Coast Guard-wide training on the program. [old G-PWL-2 1.e]
 - f. Develop, coordinate and review policies involving Dependent Support issues, including but not limited to: the Ombudsman program, humanitarian assignments (HUMS), overseas marriages, overseas screening, dependent scholarship program, and the Adoption Reimbursement Program. [old G-PWL-2 1.f, g, and h (revised)]
 - g. Serve as program manager for dependent care. Develop, coordinate and review policies and programs involving all dependent care programs (e.g., Child Development Centers, Family Day Care Programs, Elder Care, In-Home) and alternative methods of service delivery. Coordinate and provide Coast Guard-wide training on the programs. [old G-PWL-2 1.h]
 - h. Provide program oversight and support for field FPA's. [old G-PWL-2 1.n]

- i. Provide input to MPC detailers for assignment decisions.
[old G-PWL-2 1.o]
- j. Manage the Coast Guard Employee Assistance Program. [old G-PWL-2 1.q and r (revised)]
- k. Administer the Critical Incident Stress Debriefing (CISD) program. [old G-PWL-2 1.s]
- l. Administer the Coast Guard Relocation Assistance Program.
[old G-PWL-2 1.p]
- m. Administer the Transition Assistance Program. [new]
- n. Coordinate with the Department of Defense Dependent Schools (DoDDS) for Coast Guard dependents' schooling overseas and INCONUS. [old G-PWL-2 1.1 (revised)]
- o. Serve as liaison to Red Cross, USO and other public service organizations that offer services to Coast Guard members, civilian employees and their families. [old G-PWL-2 1.f]
- p. Coordinate development of Morale, Welfare, and Recreation (MWR) programs, policies, and objectives with the CG Exchange and Morale Center for the HR Directorate. Serve as HQPC for Exchange Program issues. [new]
- q. Promulgate and maintain directives pertaining to the Exchange and Morale programs. [old G-PXM 1.e (revised)]
- r. Serve as Program Manager for the Career Information Specialist Program. [old G-PMP-1.a.1]

DIRECTOR FOR HEALTH AND SAFETY
(G-HK)
(old Office of Health and Safety, G-K)

1. Mission. To develop the overall health services, food services, and safety programs for the Coast Guard.
2. Functions. Under the direction of the Deputy Chief of Staff for Human Resources, the Director for Health and Safety shall:
 - a. Serve as Program Director (PD) for the health services program (GAK) and the safety and environmental health program (GAS).
 - b. Act as Medical Advisor to the Commandant for interdepartmental and interservice agreements for health care of Coast Guard personnel and their dependents, legislative matters affecting the health services program, and important developments in other Federal agencies which affect the health services program.
 - c. Serve as advisor to the Secretary in developing and implementing national defense emergency medical, health, and sanitation policies and plans of the Department of Transportation, and such other advisory services that may be required or requested.
 - d. Plan, develop and administer a comprehensive health program for military personnel, including medical and dental examinations, the provision of medical and dental care to Coast Guard military personnel and their dependents.
 - e. Plan, develop and administer a comprehensive program for the prevention of illness and injury of the Coast Guard personnel and dependents, to reduce losses, and protect the environment in Coast Guard working facilities and living spaces, including: the maintenance and adequate safety and environmental health standards for aviation safety, vessels safety, shore facility safety and motor vehicle safety; fire prevention, protection and suppression; and environmental and occupational health.
 - f. Direct the administration of funds in those appropriations or AFCs under the control of the Director for Health and Safety, including preparing budget estimates and allotment recommendations to the Chief of Staff.
 - g. Advise responsible directorates relative to the establishment of physical standards for military duty, and special operational programs.

- h. Review the performance of Public Health Service (PHS) personnel detailed to the Coast Guard. Provide the Coast Guard Personnel Command (CGPC) with information regarding the technical background and qualifications of PHS personnel relative to pending assignments. [revised]
- i. Maintain liaison with the U. S. Public Health Service, the Department of Veterans Affairs and the medical departments of the Department of Defense and other Federal agencies. Also, serve on interservice boards and committees as appointed.
- j. Provide health services consultation and advice to operating program managers.
- k. Act as Headquarters Planning Coordinator (HQPC) for all medical and dental facilities.
- l. Administer the Coast Guard's alcohol abuse prevention, education, identification, treatment and rehabilitation program.
- m. Review and make recommendations on legislative proposals affecting health care benefits and programs.
- n. Maintain liaison with the Office of the Assistant Secretary of Defense (Health Affairs) in regard to all matters affecting the Coast Guard Health Services Program.

OFFICE OF HEALTH SERVICES

(G-HKH)

(old Operational Medicine Division, G-KOM)

1. Under the direction of the Director for Health and Safety, the Chief, Office of Health Services shall:

- a. Serve as Program Manager for the Health Services Program.
- b. Review and evaluate policies relative to the delivery of health care in support of mission operations; interpret and implement all established policies and recommend changes to the Director for Health and Safety, as appropriate.
- c. Provide medical, dental, pharmaceutical, and wellness consultative services to the Coast Guard and other Federal, state, and civil sector agencies within the constraints of available resources.
- d. Plan and implement wellness programs; accomplish the program's goals through training and education.
- e. Develop cost-effective methods for health care delivery.
[old G-KOM 1.e (revised)]
- f. Analyze trends in illness patterns.
- g. Provide consultation to the Physical Disability Evaluation Division for the review of special health related evaluations and initiation of appropriate disability or administrative actions.
- h. Assure the professional competence of individuals providing health services to Coast Guard beneficiaries through documentation, peer review and other monitoring programs.
- i. Maintain liaison with other health system components such as the Army, Navy, Air Force medical departments, the Public Health Service, Department of Veterans Affairs, and the private sector.
- j. Provide program input on duty assignments of medical, dental, pharmacy, and allied health officers.
- k. Make recommendations as requested concerning interpretation of health standards for active duty personnel found not qualified for retention.
- l. Plan and coordinate training and continuing education for officers, enlisted and civilian health care personnel.
- m. Maintain the health services allowance lists for the Coast Guard. [old KOM 1.m., revised]

- n. Direct the alcohol abuse prevention, education, identification, treatment and rehabilitation program.
- o. Maintain liaison with the Public Health Service and the Coast Guard Personnel Command for personnel acquisition and assignment.
- p. Coordinate the health benefits education and guidance program by conducting marketing and advertising, beneficiary assistance and education, and appropriate training in health benefits for health services and other Coast Guard personnel. [new]
- q. Perform financial accounting and analysis for the Director for Health and Safety, to include the administration of Allotment Fund Code (AFC)-57 and point account 30.09 and administer other reimbursable programs that are under the Director for Health and Safety. [old G-KRM 1.b (revised)]
- r. Monitor the annual outlay of funds for contracting of health care for eligible Coast Guard beneficiaries. [old G-KRM 1.g]
- s. Publish all manuals, commandant publications and directives under cognizance of the Director for Health and Safety. [old G-KRM 1.m]

OPERATIONAL MEDICINE DIVISION

(G-HKH-1)

(old Professional Services Branch, G-KOM-1)

1. Under the direction of the Chief, Office of Health Services, the Chief, Operational Medicine Division shall:

- a. Develop the specialized aspects of the medical program and serve as primary subject matter expert for operational (i.e. occupational, aerospace, public health, and environmental) medical issues of all Coast Guard surface, aviation, undersurface, and ground operations. [old; revised]
- b. Provide professional guidance in establishing specialized physical standards in the fields listed above. [old]
- c. Serve as advisor in operational medicine issues to Headquarters elements for emergency medical services (EMS) and search and rescue (SAR). [old; revised]
- d. Serve as a permanent member of the Commandant's Aviation, Shore, and Vessel Safety Boards. [old; revised]
- e. Advise the Chiefs of Aviation Safety, Shore Safety, Vessel Safety, Environmental Health, and Human Factors Branches on matters of occupational, aerospace, public health, and environmental medicine. [old; revised]
- f. Serve as the medical advisor for research and development projects. [old]
- g. Serve as Headquarters sponsor and Medical Supervisor for Coast Guard Emergency Medical Technicians (EMT). This includes Headquarters sponsorship of the Coast Guard EMT School. Coordinate with G-OAV, G-NRS, and other program managers to support operational EMT capabilities including guidelines, training, and equipment. [old KOM-2 1.cc]
- h. Serve as primary Headquarters point of contact for DOD and other federal agencies on medical aspects of Coast Guard operations. [old KOM-2 1.o., revised]
- i. Coordinate with the health services program manager in the oversight, development, and implementation of operational medicine aspects of health services personnel in support of Coast Guard operations. [new]
- j. Develop and promulgate operational medicine policies for the prevention and control of communicable and chronic diseases related to Coast Guard operations. [new]

- k. Perform recruiting and other liaison activities between the Coast Guard and PHS. [new]
- l. Serve as force manager for Health Services Technicians. [from G-KOM-4 1.f]
- m. Publish Commandant Publication P6700.12, which provides all field health services units with information pertaining to health care, safety and environmental issues. [old G-KRM-3 1.a]
- n. Prepare coordinated replies to concurrent clearances for various manual instructions, directives, publications and other matters impacting on the Coast Guard Health Services, Safety and Environmental Health programs. [old G-KRM-3 1.b]
- o. Coordinate the printing, binding, and distribution of directives and publications for health and safety programs. Maintain a historical file of Coast Guard instructions, notices and manuals for the Director for Health and Safety. [old G-KRM-3 1.c (revised)]
- p. Publish all manuals, commandant publications and directives under cognizance of the Director, Health and Safety (G-HK). [old G-KRM 1.m., revised]
- q. Coordinate the printing, formatting and design of new or revised Coast Guard forms and reports used by the health services and safety programs. [old G-KRM-3 1.d]
- r. Maintain a library of selected health and safety directives and manuals developed and issued by the other Armed Forces, the Public Health Service, and the Department of Transportation. [old KRM-3 1.e]
- s. Process requests from individuals for health records and respond to Privacy Act and Freedom of Information Act requests forwarded from G-HMR. [old G-KRM-3 1.f, revised]
- t. Act as the DEERS Medical Project Officer. Provide the Defense Enrollment Eligibility Reporting System (DEERS) with the Medical Project Officer to coordinate DEERS program operations in Coast Guard health care facilities. [old G-KRM 1.p, old G-KRM-3 1.g]
- u. Act as the Military Affirmative Action Program Manager for the Health and Safety Directorate. [old G-KRM-3 1.h (revised)]
- v. Coordinate the development of mobilization requirements for the Coast Guard Health Services program. [old G-KRM-2 1.d, revised]

- w. Maintain liaison with DoD health affairs staffs and other outside groups for the planning and evaluation of health care staffing. [old G-KRM-2 1.e]
- x. Process Coast Guard-wide request for health care publications and directives. [old G-KRM 1.n]
- y. Develop, revise and distribute Coast Guard-wide health care forms and reports used by the Health and Safety Directorate. [old G-KRM 1.o, revised]
- z. Maintain the eyewear program for the Coast Guard [old G-KOM-2 1.r.]
- aa. Oversee the medical records review and data entry/analysis contracts of the Occupational Medical Monitoring Program. [old G-KOM-1 1.ee]
- bb. Coordinate and monitor the preventive medicine aspects of the Coast Guard Occupational Medical Monitoring Program. Review and analyze information collected from the Occupational medical Monitoring Program to detect trends in illness patterns and, in coordination with affected program and support program managers, disseminate this information into existing risk assessment and risk management systems. [old G-KOM-1 1.ff]

**CLINICAL SUPPORT AND QUALITY ASSURANCE DIVISION
(G-HKH-2)**

(old Quality Assurance Branch, G-KOM-2)

1. Under the direction of the Chief, Office of Health Services, the Chief, Clinical Support and Quality Assurance Division shall:
 - a. Develop and manage a service-wide health services quality assurance program, including credentials maintenance, clinical privileges, infection control, clinic safety, monitoring and evaluation, risk management, patient sensitivity, clinic certification/ accreditation, and utilization review. [old 1.a, 1.c, & 1.d (revised)]
 - b. Provide technical guidance and assistance to MLC Health Services Divisions in the implementation of quality assurance programs. [old 1.b]
 - c. Maintain liaison with the Office of the Assistant Secretary of Defense (Health Affairs), Joint Commission on Accreditation of Healthcare Organizations (JCAHO), and other organizations regarding quality assurance matters. [old 1.e]
 - d. Serve as Office of Health Services point of contact for external regulatory agencies, such as HCFA (CLIA), OSHA (BBP), NPDB, etc. [new]
 - e. Represent the Coast Guard on the DoD Tri-Service Quality Improvement Committee. [old 1.f]
 - f. Represent the Coast Guard on the PHS Quality Assurance/Risk Management Committee. [new]
 - g. Review all training materials related to the Health Services-Dental (HSD) rating. [old 1.h (revised)]
 - h. Provide input to the Coast Guard Personnel Command regarding Dental Officer, Pharmacy Officer, Physical Therapy Officer, Physician Assistant, Nurse Practitioner, and HSD assignments. [old 1.i (revised)]
 - i. Coordinate the activities of designated subject matter experts for the review of the HSD "A" school curriculum. [old 1.j (revised)]
 - j. Analyze proposed and existing Dental Officer, Pharmacy Officer, Physical Therapy Officer, Physician Assistant, Nurse Practitioner, and HSD training programs for applicability and cost benefit to health services program needs. [old 1.k (revised)]

- k. Review all civilian and military training requests for Dental Officer, Pharmacy Officer, Physical Therapy Officer, Physician Assistant, and Nurse Practitioner personnel for short and long-term training and recommend approval/disapproval. [old 1.1 (revised)]
- l. Collect and disseminate training information to field Dental Officer, Pharmacy Officer, Physical Therapy Officer, Physician Assistant, and Nurse Practitioner personnel. [old 1.m (revised)]
- m. Arrange for G-HK representation on selection panels for Dental Officer, Physician Assistant, Nurse Practitioner, and Medical Administrator advanced education programs. [old 1.n (revised)]
- n. Advise on all matters pertaining to the Coast Guard dental program. [old KOM-1 1.i]
- o. Maintain liaison with operating officials from the Public Health Service, DoD, VA, and civilian dental programs. [old KOM-1 1.j]
- p. Manage the Advanced Education Program in General Dentistry, maintaining liaison with the Officer Personnel Management Division, affiliated universities, and DoD. [old KOM-1 1.k]
- q. Manage the Dental Extern Program, maintaining liaisons with affiliated dental schools and field units. [old KOM-1 1.l]
- r. Provide dental expertise in establishing and interpreting dental physical examination standards. [old KOM-1 1.m]
- s. Provide primary input relative to dental program staffing requirements. [old KOM-1 1.o]
- t. Manage the Coast Guard preventive dentistry program. [old KOM-1 1.p]
- u. Represent the Coast Guard dental program at DoD functions and nationally with the American Dental Association. [old KOM-1 1.r]
- v. Serve as Coast Guard subject matter expert for the Family Member Dental Program. [old KOM-1 1.s (revised)]
- w. Provide primary review for purchases of major dental equipment. [old KOM-1 1.t]
- x. Represent the Coast Guard at DoD Medical Material Board meetings. [old 1.w and old KOM-1 1.y]

- y. Serve on the Defense Medical Standardization Board. [old 1.q]
- z. Coordinate pharmacy staff training requirements. [old 1.x and old KOM-1 1.z (revised)]
- aa. Coordinate U.S. Coast Guard pharmacy requirements with the Defense Personnel Support Center. [old 1.bb and old KOM-1 1.dd]
- bb. Formulate procedures relative to the proper operation, security, and safeguards at all Coast Guard operated pharmacies. [old 1.s and old KOM-1 1.u]
- cc. Prepare and update drug allowance lists for all units. [old 1.t and old KOM-1 1.v]
- dd. Provide drug expertise needed for Coast Guard Substance Abuse Program. [old 1.u and old KOM-1 1.w]
- ee. Review drug dispensing systems service-wide and recommend appropriate changes to procedures and systems. [old 1.v and old KOM-1 1.x]
- ff. Assist the Inspector General, Department of Transportation, in Coast Guard drug related matters. [old 1.y and old KOM-1 1.aa]
- gg. Provide policy direction to the MLCs in the area of pharmacy and allied health services. [old 1.aa and old KOM-1 1.cc]
- hh. Develop the specialized aspects of the health benefits information program in the areas of marketing and advertising, beneficiary assistance and education, and appropriate training in health benefits for health services and other Coast Guard personnel. [from G-KOM-4 1.a]
- ii. Coordinate the Coast Guard's Health Benefits Advisor program, including developing requirements, setting standards, and maintaining a Health Benefits Advisor network. [from G-KOM-4 1.b]
- jj. Serve as Headquarters health services program liaison to the Department of Defense, Office of the Assistant Secretary for Health Affairs, representing the Coast Guard at health affairs meetings, as appropriate. [from G-KOM-4 1.c]

- kk. Serve as the health services program Managed Care Project Officer, representing the Coast Guard at all managed/coordinated care activities, as appropriate. [from G-KOM-4 1.d]
- ll. Serve as the health services program staff liaison to the Maintenance and Logistics Command Health and Safety Division managed care staffs for all managed care activities, as appropriate. [from G-KOM-4 1.e]
- mm. Formulate and provide responses to Congressional and other inquiries on matters concerning patient affairs and health care delivery. [from KOM-4 1.g]
- nn. Serve as health services program coordinator for the medical administration of clinics and sickbays, by providing professional oversight of, and training for personnel serving in medical administration billets in conjunction with the Maintenance and Logistics Commands. [from KOM-4 1.h]
- oo. Serve as health services program primary liaison and official Coast Guard representative to OCHAMPUS, responsible for monitoring policy and resultant changes that may affect Coast Guard beneficiaries, and for ensuring the dissemination of those policies and changes in a timely fashion to Coast Guard health care beneficiaries. [from KOM-4 1.i]
- pp. Serve as the Coast Guard representative to the Department of Defense Medical Examination Review Board. [from KOM-4 1.j]
- qq. Serve as the mentor for students in all health services program sponsored long-term undergraduate and graduate level training programs in health care administration, responsible for assisting the student in curriculum choice and for designing mission related internship and research projects, as appropriate. [from KOM-4 1.k]
- rr. Serve as the Headquarters Planning Coordinator for all Health care facilities construction project planning proposals. Provide technical advice and liaison to the Chief, Civil Engineering Division and Chief, Naval Engineering Division concerning the equipping of health care facilities ashore and afloat. [old G-KRM-2 1.g]
- ss. Provide technical advice and assistance, including clinical design and health care equipment specifications and requirements, to Chief, Facilities Design and Construction Centers. [old G-KRM-2 1.h]

- tt. Provide procurement expertise for the initial outfitting of new health care facilities to Chief, Facilities Design and Construction Centers. [old G-KRM-2 1.1]
- uu. In coordination with other program managers, facility managers, MLC staffs, FD&CC staffs and Coast Guard units, analyze health care requirements and make recommendations for acquisition of health care equipment, construction, renovation and staffing of health care facilities. [old G-KRM-2 1.j]

**CLINICAL MEDICINE AND WELLNESS PROGRAMS DIVISION
(G-HKH-3)**

(old Wellness Programs Branch, G-KOM-3)

1. Under the direction of the Chief, Office of Health Services, the Chief, Clinical Medicine and Wellness Programs Division shall:

- a. Establish policy and conduct oversight and review of the Coast Guard wellness initiatives for active duty, reserves, retirees, dependents and civilians.
- b. Coordinate the implementation of the recommendations of the Health Care Delivery System Study regarding wellness initiatives.
- c. Incorporate, to the maximum extent possible, the recommendations of *Healthy People 2000: National Health Promotion and Disease Prevention Objectives* and the recommendations of the U.S. Preventive Services Task Force of the Department of Health and Human Services into Coast Guard wellness initiatives.
- d. Incorporate, to the maximum extent possible, the recommendations of *Put Prevention into Practice*, coordinate with Coast Guard clinical staffs for implementation and delivery. [new]
- e. Provide professional oversight for wellness initiatives, ensuring the scientific validity of each of the program elements. [old 1.d.]
- f. Develop a program to train and manage unit collateral duty wellness representatives. [old 1.e., revised]
- g. Serve as program director for the Regional Wellness Coordinators. [new]
- h. Conduct annual visits to each regional Wellness Coordinator to ensure program validity and continuity. [new]
- i. Analyze proposed and existing MO and HS training programs for applicability and cost/benefit to health services program needs. [old G-KOM-2 1.k (revised)]
- j. Coordinate the activities of designated subject matter experts for the review of the HS "A" school curricula and HS correspondence courses. [old G-KOM-2.1.j]
- k. Provide input to the Coast Guard Personnel Command regarding Medical Officer and HS assignments. [old G-KOM-2 1.1, revised]

- l. Serve as consultant on wellness topics (physical fitness, nutrition, weight control, stress management, disease risk reduction, etc.) to Coast Guard medical personnel, collateral duty wellness representatives and all Coast Guard units. [old G-KOM-3 l.f, revised]
- m. Devise educational programs and other initiatives for improving the physical fitness of active duty personnel and Coast Guard beneficiaries. [old G-KOM-3 l.g]
- n. Develop a Coast Guard policy on nutrition. [old G-KOM-3 l.h (revised)]
- o. Review all training materials related to the Health Services Technician (HS) rating. [old G-KOM-1 l.n]
- p. Review all civilian and military medical officer training requests for short and long-term training and recommend approval/disapproval. [old G-KOM-2 l.l (revised)]
- q. Collect and disseminate training information to MO and HS field personnel. [old G-KOM-2 l.m (revised)]
- r. Arrange for G-K representation on selection panels for advanced education programs for MOs. [old G-KOM-2 l.n (revised)]
- s. Advise on all matters pertaining to the Coast Guard clinical medical program. [new]
- t. Maintain liaison with operating officials from the Public Health Service, DoD, and VA, and civilian medical programs. [old G-KOM-3 l.p, revised]
- u. Manage the Advanced Education Program in Medicine, maintaining liaisons with the Officer Personnel Management Division, affiliated universities, and DoD. [new]
- v. Provide medical expertise in establishing and interpreting medical physical examination standards. [new]
- w. Provide primary input relative to medical program staffing requirements. [new]
- x. Represent the Coast Guard medical program at DoD functions and nationally with the American Medical Association. [new]
- y. Devise initiatives to decrease cardiovascular risk factors in active duty personnel and Coast Guard beneficiaries. [new]

- z. Devise initiatives to decrease the uses of tobacco, alcohol and other substances of abuse among active duty personnel and Coast Guard beneficiaries. [new]
- aa. Direct the alcohol abuse and prevention education program. [old KCM-3 1.n (revised)]
- bb. Develop standardized educational tools and provide oversight of accession point substance abuse training and assessment programs.
- cc. Direct and maintain policies relating to the treatment and prevention of alcohol, tobacco, and other substance abuse and addiction. Provide guidance to Offices of Military and Civilian Personnel and the Coast Guard Personnel Command on the disposition of affected Coast Guard personnel. [new]
- dd. Provide oversight and guidance to the Maintenance and Logistics Commands concerning the treatment and rehabilitation of alcohol abusive/dependent members and the tobacco cessation program. [new]
- ee. Establish and maintain a comprehensive tracking system for personnel utilizing alcohol screening, treatment and aftercare programs. [new]
- ff. Maintain current database for alcohol, tobacco and other related substance abuse incidents and advise the Commandant on their overall impact/cost to the Coast Guard. [new]
- gg. Service as liaison with the Department of the Navy on the Navy/Coast Guard Memorandum of Understanding for the treatment of Coast Guard personnel in Navy Alcohol Rehabilitation Centers. [new]
- hh. Conduct annual site visits to all Navy Alcohol Rehabilitation Centers serving as detached duty locations for Coast Guard alcohol rehabilitation billets. [new]
- ii. Conduct annual visits to all accession points and Maintenance and Logistics Commands to insure program continuity and integrity of alcohol/substance abuse prevention and awareness programs. [new]

- jj. Establish a preventive medicine counselling program for use by Coast Guard clinics. Counseling will include, at a minimum, sexually transmitted diseases, alcohol and drug abuse, and stress management. [old G-KOM-3 1.1, and 1.m, revised]
- kk. Develop a stress management program to include, at a minimum, decreasing the need for psychiatric intervention, decreasing the rate of suicide attempts, and reducing family violence. [new]
- ll. Provide medical input to the Quality Assurance Section of the Clinical Management Branch. [old G-KOM-3 1.o (revised)]
- mm. Edit and publish Wellness Bulletins. [new]
- nn. Serve as the Coast Guard point of contact for all issues concerning wellness. [old G-KOM-3 1.q]

FINANCIAL MANAGEMENT AND FOOD SERVICES DIVISION

(G-HKH-4)

(new division)

1. Under the direction of the Chief, Office of Health Services, the Chief, Financial Management and Food Services Division shall:

- a. Plan, develop, implement, and evaluate service-wide financial plans for the Health Services Program. [old G-KRM-1 1.a (revised)]
- b. Administer AFC-57 and AFC-73 as well as the Health and Safety Directorate portions of AFC-30 and AFC-56 funds. Maintain an accounting and internal control system which includes an accurate ledger, routine reconciliation with DAFIS, implementation and enforcement of accepted accounting procedures, and regular internal review. [old G-KRM-1 1.b and 1.b.(1) (revised)]
- c. Prepare and monitor annual budgetary plans, including preparation and response to the annual Coast Guard IBUDS process, for the Health and Safety Directorate, MLC(k)s and Coast Guard clinics. [old G-KRM-1 1.c (revised)]
- d. Advise office chiefs and the Director for Health and Safety concerning matters relating to budgetary and financial procedures, including impact upon resources for health and safety initiatives. [old G-KRM-1 1.d]
- e. Continually analyze service-wide health and safety procedures and policies to develop more cost-effective alternatives. [old G-KRM-1 1.e]
- f. Provide policy and procedure guidance to MLC(k)s regarding nonfederal health care invoice processing and general financial management. [old G-KRM-1 1.b(5)]
- g. Develop policy and procedures for the Nonfederal Invoice Processing System (NIPS), including duties as project officer for computer related enhancements, accounting internal control and liaison with the USCG Finance Center and DAFIS. [old G-KRM-1 1.g]
- h. Monitor and assess CHAMPUS costs. [old G-KRM 1.k]
- i. Manage the health care invoice processing system in accordance with the Coast Guard Finance Center and the Departmental Accounting and Financial Information System (DAFIS). [old KRM 1.q, revised]
- j. Manage the Food Services program and act as Force Manager for the Subsistence Specialist rating. [new]

- k. Administer the Flag Quarters Management program, including identification of candidates for Flag Quarters Management positions. [new]
- l. Serve as the Commandant's direct liaison to all flag officers residing in government owned flag quarters on personnel and management issues. [new]
- m. Identify the need for and provide adequate training for new Flag Quarters Managers. [new]
- n. Conduct annual site visits, arranged at the cognizant flag officer's discretion, to all flag quarters. [new]
- o. Provide expertise to Office of Military Personnel, Compensation Division on issues relating to subsistence compensation. [old KOM-3 1.1]
- p. Develop nutritional training material for use in all SS schools. [new]
- q. Establish standards for and sources of civilian training for the professional development Subsistence Specialist personnel. [new]
- r. Provide expertise to the Coast Guard Finance Center and the current administrator of the Supply Fund on food purchasing, inventory and dining facility management issues. [new]
- s. Administer the annual Excellence in Food Service Awards Program. [new]
- t. Monitor the annual outlay of funds for contracting of health care for eligible Coast Guard beneficiaries. [old KRM 1.g]
- u. Maintain planning and budgeting liaison with the Department of Defense health services departments and Public Health Service, as appropriate. [old G-KRM 1.c, KRM-1 1.a.(2)]
- v. Coordinate the preparation and submission of the Health Services program portion of future year budgets for Operating Expenses and Acquisition, Construction, and Improvement; and Research, Development, Test and Evaluation appropriations. [old G-KRM-2 1.f, revised]
- w. Process for payment, invoices for service-wide health care rendered to Coast Guard beneficiaries in Federal and nonfederal medical treatment facilities (CHAMPUS, USTF and DoD facilities). Act as liaison with DoD for all matters pertaining to health care financing. [old G-KRM 1.f and G-KRM-1 1.b.(2). revised]

- x. Prepare invoices for health care provided in Coast Guard clinics to non-Coast Guard beneficiaries, i.e., DoD, NOAA, PHS and civilians. [old G-KRM-1 1.b.(3)]
- y. Formulate and administer procedures to contain costs and identify and recoup third party monies for claims to which the service is entitled under the Federal Medical Care Recovery Act. Act as liaison with Claims and Litigation Division for all related issues. [old G-KRM 1.h. and G-KRM-1 1.f., revised]

**OFFICE OF SAFETY & ENVIRONMENTAL HEALTH
(G-HKS)**

(old Safety and Environmental Health Division, G-KSE)

1. Under the general direction of the Director for Health and Safety, the Chief, Office of Safety and Environmental Health shall:

- a. Serve as the Program Manager for the Safety and Environmental Health Program.
- b. Establish and promulgate Safety and Environmental Health policy and guidance for Coast Guard-wide implementation.
- c. Represent the Commandant, the Designated Safety and Health Official, and the Director for Health and Safety at national, congressional and departmental levels.
- d. Review and coordinate resource change proposals, planning documents, system acquisition processes and other budgetary and policy actions to assure that system safety, risk assessment, and risk management are incorporated as integral parts of the decision-making process.
- e. Review and evaluate regularly the effectiveness of policy and program implementation by support and operating programs and field commands.
- f. Review and interpret national consensus or congressionally legislated safety and environmental health standards and guidelines to evaluate the applicability, suitability, and feasibility of Coast Guard adoption.
- g. Convene and assign members to Mishap Investigation Boards and direct their activities until final reports and recommendations are submitted to the Commandant and the Boards are excused.
- h. Coordinate the activities and functions of the Commandant's Aviation Safety Board, Vessel Safety Board and Shore Facility Safety Board providing for the Chief of Staff review and approval of Board actions.
- i. Establish and promulgate safety and environmental training policy and requirements for Coast Guard personnel.
- j. Coordinate the preparation and submission of the Safety and Environmental Health program portion of future year budgets for Operating Expenses and Acquisition, Construction, and Improvement; and Research, Development, Test and Evaluation appropriations. [old G-KRM-2 1.f., revised]

AVIATION SAFETY DIVISION
(G-HKS-1)
(old Aviation Safety Branch, G-KSE-1)

1. Under the direction of the Chief, Office of Safety and Environmental Health, the Chief, Aviation Safety Division shall:

- a. Plan, develop, and implement safety policy, procedures, standards and requirements for the Coast Guard aviation. Work with other program managers to provide aviation safety compatibility in all applicable areas of Coast Guard policy.
- b. Review and coordinate resource change proposals, planning documents, system acquisition processes and other budgetary and policy actions with respect to aviation. Ensure that system safety, risk assessment and risk management are incorporated as an integral part of the decision-making process.
- c. Develop and coordinate plans to identify and correct mishap causal factors. Oversee and coordinate training for Flight Safety Officers (FSOs). This will ensure adequate quotas and funds are made available to aviation units to fulfill their flight safety responsibilities in investigation, analysis, and program management.
- d. Regularly review and analyze aviation risks and risk management programs within the Coast Guard. Ensure risk management procedures are coordinated and interfaced with operation procedures and programs.
- e. Coordinate with G-NAB and the Auxiliary to manage the Auxiliary aviation safety program. Provide technical assistance and advise to the Auxiliary as needed. Participate in the review and recommendation process regarding changes to the program as it expands. Assist and advise the National Safety Director and District FSOs as needed on Coast Guard specific safety and aviation issues.
- f. Convene and assign members to Class A and B Mishap Analysis Boards and monitor their activities until final reports and recommendations are submitted.
- g. Coordinate the activities of the Commandant's Aviation Safety Board providing for the Chief of Staff review and approval of the Board's actions.
- h. Ensure office chiefs, operating and support program managers, district personnel and commanding officers of aviation units are kept fully informed of aviation safety policies and programs.

- i. Conduct visitations, evaluations, surveys, and administrative reviews to identify any unsafe conditions at Coast Guard aviation facilities or in their operations. Advise and assist responsible program managers to correct deficiencies.
- j. Manage the Coast Guard aviation mishap reporting system. Ensure mishap incident information is reported to all units. Act as the central manager for computerized database system. Serve as the technical representative to provide support to division elements on aviation matters.
- k. Analyze aviation mishap data to determine patterns, trends and program weaknesses. Recommends changes to existing policies, practices and procedures based upon analytical results.

**SHORE SAFETY & ENVIRONMENTAL HEALTH DIVISION
(G-HKS-2)**

(combines old Facility Safety and Environmental Health Branches,
G-KSE-2 and -3)

1. Under the direction of the Chief, Office of Safety and Environmental Health, the Chief, Shore Safety and Environmental Health Division shall:

- a. Plan, develop, coordinate and issue shore facility, environmental health and occupational health policy, procedures, standards and requirements, to include motor vehicle safety, fire prevention and system safety CG-wide. [G-KSE-2 1.a & G-KSE-3 1.a merged]
- b. Plan, develop, coordinate and manage a servicewide Fire Prevention and Suppression Program. [old KSE-2 1.n]
- c. Serve as a permanent member of the Coast Guard Planning Proposal Review Board. Coordinate and review Safety and Environmental Health Division input to this board. [old KSE-2 1.b]
- d. Review planning and budgetary documents to assure that safety and health standards, criteria and requirements incorporate engineering principles whereby hazards are identified and risks minimized throughout the acquisition phase. Ensure that system safety concepts are incorporated into planning documentation. [old KSE 2.c, KSE-3 1.d and KSE-2 1.o, revised]
- e. Participate in system safety planning on new systems. Ensure system safety principles are applied to contract specification. Review all acquisition project documents to ensure they contain appropriate system safety tasks. Evaluate the effectiveness of system safety programs at key program milestones. Document acquisition project managers decisions regarding mishap risk abatement. [old KSE-2 1.o]
- f. Plan, develop, coordinate and manage systems to facilitate collection and manipulation and analysis of data relative to mishaps, hazards and abatement actions, environmental health, occupational health and industrial hygiene and hazardous materials information and documentation. Using the data from these systems, assist program and support managers by disseminating information necessary to perform risk assessments, cost benefit analyses and development of countermeasures for potentially hazardous conditions and/or procedures. Monitor the Casualty Reporting (CASREP) System for safety and health problems. [old KSE-2 1.d & KSE-3 1.j merged]

- g. Develop and coordinate a plan to identify and correct mishap causal factors related to substandard performance based on improper or inadequate training. In conjunction with operating program/support program managers establish, promulgate and implement training policy and requirements for Coast Guard personnel assigned shore safety, environmental health and occupational health responsibilities. Coordinate safety and occupational health quotas for class C training [old KSE-2 1.e, KSE-3 1.k, KSE-3 1.1 and KSE-2 1.m, merged]
- h. Establish program evaluation criteria and conduct audits of safety and occupational health, environmental health and industrial hygiene support program administration by Areas, Maintenance and Logistics Commands, Districts and Headquarters Units. Keep the Chief, Office of Health and Safety, and the designated health and safety official informed on the status of service-wide programs and of problems encountered. [old KSE-2 1.f & KSE-3 1.e merged]
- i. Provide input to assist in the development of the Facility Safety and Environmental Health portion of CG Strategic Planning, Programming, Budgeting and Execution and Evaluation System (SPPBES) documents. [old KSE-2 1.h (revised)]
- j. Convene and assign members to Mishap Analysis Boards and direct their activities until final reports and recommendations are submitted to the Commandant and the Boards are excused. [old KSE-2 1.j]
- k. Coordinate the activities and functions of the Commandant's Shore Facility Safety Board providing for the Chief of Staff review and approval of Board actions. [old KSE-2 1.k]
- l. Review and coordinate resource change proposals, planning documents, systems acquisition processes and other budgetary and policy actions to assure that safety, environmental health and occupational health management are incorporated as an integral part of the decision-making process. [old KSE-3 1.b]
- m. Serve as the technical advisor to the Director for Health and Safety in matters pertaining to environmental and occupational health (food, housing and recreational facility sanitation; industrial hygiene; infectious disease control; medical waste management; occupational medical monitoring program; pest management; radiological health; sanitary engineering and toxicology). [old KSE-3 1.c]
- n. In conjunction with the Office of Marine Safety, Security and Environmental Protection, develop S&EH support program objectives, functions and activities to be administered by safety and environmental health personnel assigned to the MLCs and District staffs. [old KSE-3 1.f]

- o. Serve as the Chairman of the Coast Guard Marine Safety Occupational Health Committee. [old KSE-3 1.g]
- p. Serve as the Chairman of the Coast Guard Hazardous Materials Management and Control Working Group. [old KSE-3 1.h]
- q. Provide input and assistance to the Coast Guard Pollution Prevention Committee. [old KSE-3 1.i]
- r. Represent the Coast Guard on Department of Defense and other federal agency committees and boards involving safety, environmental health and occupational health. Coordinate system safety matters between the Coast Guard and other military services using human factors engineering and human systems integration procedures. [old KSE-3 1.m, KSE-2 1.g]

HUMAN FACTORS DIVISION

(G-HKS-3)

(new division)

1. Under the direction of the Chief, Office of Safety and Environmental Health, the Chief, Human Factors Division shall:

- a. Provide human factors expertise to Program Managers in operational areas such as, alien migrant interdiction operations, suicide prevention counseling, hazardous environment remediation, laser safety and communicable disease control. [new]
- b. Develop and manage a comprehensive Coast Guard-wide program to evaluate, assess and control the impact of human factors as they contribute to loss of life, injuries and property damage resulting from unplanned events. Recommend training and appropriate countermeasures to reduce these losses. [new]
- c. Serve as Chief Physician for Coast Guard fire departments; develop physical standards and testing criteria for fire fighters. [new]
- d. Develop emergency medical transportation policy for SAR activities and crash fire rescue teams. [new]
- e. Serve as Medical member of Commandant's Aviation, Shore and Vessel Safety Boards, providing recommendations and expertise on human factors aspects of Board reports. [new]
- f. Provide training to mishap investigation board members in recognition human factors aspects of mishaps. [new]
- g. Serve as Coast Guard liaison with the Armed Forces Institute of Pathology. [new]
- h. Serve as Coast Guard liaison with state, county and local Medical Examiners. [new]
- i. In conjunction with other operating and support program managers and training coordinators, establish and promulgate policies and requirements regarding a variety of issues such as CRM and TCT training, sleep and fatigue, noise, electromagnetic fields, and ergonomics based on human factors considerations. [new]
- j. Evaluate the physiological effects of flight and vessel movement on bodily processes. Assess the human factors side of information processing, emotion and motivation, taking into consideration life event stress and relationships. [new]

- k. Provide support and emphasis to operational program managers on egress systems and procurement of life support equipment. [new]
- l. Participate in system safety reviews to ensure human factors issues are considered during design and acquisition phases. [new]
- m. Provide expertise in behavior-based approaches to risk management. Identifies underlying causes of employee at-risk behaviors through analysis of mishap reports and special studies. [new]
- m. Develop policies and procedures to document behaviors critical to accident prevention. [new]

VESSEL SAFETY DIVISION
(G-HKS-4)
(old Vessel Safety Branch, G-KSE-4)

1. Under the direction of the Chief, Office of Safety and Environmental Health, the Chief, Vessel Safety Division shall:

- a. Plan, develop, coordinate and issue safety policies, procedures, standards and training requirements for vessels Coast Guard-wide.
- b. Review and coordinate resource change proposals, planning documents, systems acquisition processes and other budgetary and policy actions with respects to vessels, to assure that systems safety, risk assessment and risk management is incorporated as an integral part of the decision-making process.
- c. Develop and coordinate plans to identify and correct mishap causal factors related to substandard performance based on improper or inadequate training.
- d. Regularly review and analyze vessels risks and vessel risk management programs within the Coast Guard and assure that risk management procedures are coordinated and interfaced with operating procedures and programs.
- e. Monitor the Naval Safety Center's Surface Ship Program for applicability to Coast Guard vessels. Maintain inter-service support agreement for safety surveys and other support of Coast Guard vessels by Naval Safety Center personnel.
- f. Convene and assign members to Mishap Analysis Boards and direct their activities until final reports and recommendations are submitted to the Commandant and the Boards are excused.
- g. Coordinate the activities and functions of the Commandant's Vessel Safety Board, providing for the review and approval of Board action by the Chief of Staff via the Director for Health and Safety.
- h. Ensure that office chiefs, program and support program managers, maintenance and logistics command personnel, district personnel, commanding officers, and officers-in-charge of vessels are kept fully informed on the vessels safety policies and programs adopted by the Commandant.
- i. Serve as the subject matter expert in the development and implementation of instructional activities related to vessel safety community.
- j. Establish criteria to coordinate and maintain a system of information and documentation of vessels incidents, mishaps and corrective actions.

**DIRECTOR FOR RESERVE AND TRAINING
(G-HT)**

1. Mission. To oversee all aspects of training and manage the CG Reserve Component so as to ensure the readiness of forces to perform peacetime missions and emergency/contingency duties as required.
2. Functions. Under the direction of the Deputy Chief of Staff for Human Resources, the Director for Reserve and Training shall:
 - a. Serve as the Program Director for the Coast Guard Training Program and be the Flag Officer in charge of the Reserve Component. [proposed TISG G-RT 2.a]
 - b. Prioritize all training initiatives, based on input from Program Managers. [proposed TISG G-RT 2.b]
 - c. Administer the Coast Guard's Training Plan and serve as approving authority for all Coast Guard training with the exception of Aviation Training Center Mobile, COMDAC Support Facility, National Motor Lifeboat School, and Area/District Training Teams. [proposed TISG G-RT 2.c]
 - d. Conduct evaluation and validation of all Coast Guard training. [proposed TISG G-RT 2.d]
 - e. Serve as a member of the DoD Reserve Forces Policy Board (RFPB) and the Interservice Training Review Organization (ITRO) Executive Board. [proposed TISG G-RT 2.e]
 - f. Exercise technical control over Training Centers. [proposed TISG G-RT 2.f]
 - g. Designate membership on Reserve personnel and policy boards. [proposed TISG G-RT 2.g]

PROGRAM AND FACILITIES ASSESSMENT STAFF
(G-HT-1)

1. Under the direction of the Director for Reserve and Training, the Chief, Program and Facilities Assessment Staff shall:
 - a. Act as Headquarter's Planning Coordinator, and resource and facility manager for assigned training and training support units. [proposed TISG G-RTF 1.d and G-RTF-1 1.a]
 - b. Monitor the progress of the Coast Guard's annual budget submission for training. [proposed TISG G-RTF 1.c and G-RTF-1 1.b]
 - c. Prepare responses to queries from OST, OMB, and Congress; coordinate office responses to concurrent clearances and planning proposals. [proposed TISG G-RTF 1.c and G-RTF-1 1.c]
 - d. Act as the Training System's personnel resource manager; coordinate staffing policy for training activities; develop training staffing standards; manage and track all training billets and training allowance billets (TABs); and coordinate TEMAC requests from assigned units. [proposed TISG G-RTF-1 1.d and G-RTF-1 1.h]
 - e. Provide administrative services that relate to the Training and Reserve Programs' fiscal and administrative matters (e.g., OFCO's, AC&I data sheets, A-123 activities). [proposed TISG G-RTF-1 1.e]
 - f. Establish and monitor measures of financial resource consumption and efficiency of use of training infrastructure resources; develop and maintain a course costing function. [proposed TISG G-RTF-1 1.f]
 - g. Administer the office's AFC-30 and staff training funds. Develop the annual apportionment and coordination of AFC-30 IBUDS responses for requests from assigned Headquarters units. [proposed TISG G-RTF 1.e and G-RTF-1 1.g]
 - h. Serve as the focal point for programming and budgeting information for the office; prepare Issues, Resource Prospectuses, RCPs, reprogramming requests, planning proposals, AFC-30 target modifications, etc., for the training system and assigned Headquarters units. [proposed TISG G-RTF 1.c]

FORECASTING AND SYSTEMS STAFF
(G-HT-2)

1. Under the direction of the Director for Reserve and Training, the Chief, Forecasting and Systems Staff shall:
 - a. Develop projections of training system student throughput and training load; project reserve inventories, accession and training targets; and conduct risk analyses on projections to enable resource tradeoffs. [proposed TISG G-RTF-3 1.a (revised)]
 - b. Scan external environment to estimate the capabilities of future trainees and assess the implications of trends in labor market aptitude, and other trends, for training system and Reserve Component management. [proposed TISG G-RTF-3 1.b]
 - c. Design measurement methods, forecasting models and analytic schemes to support reserve and training Program Managers' efforts to improve efficiency and effectiveness. [proposed TISG G-RTF 1.a (revised) and G-RTF-3 1.c (revised)]
 - d. Analyze relationships of systems (policy, resources, incentives, measurement, information, etc.) to determine implications for effective management of Reserve and Training Programs; assist reserve and training managers in identifying system inefficiencies, performance discrepancies, and in applying systems thinking to issues and problems; recommend courses to systemic solutions. [proposed TISG G-RTF-3 1.d]
 - e. Monitor requirement for reservists (RPAL/CPAL) to determine the relationships between various contingent demands and the implications for training; ensure RPAL/CPAL requirements result in a supportable Reserve Component force structure. [proposed TISG G-RTF-3 1.e]
 - f. Monitor consumption of reserve labor and training FTE; recommend training allowance for Active and Reserve Components. [proposed TISG G-RTF-3 1.f]
 - g. Devise measures and monitor reserve personnel inventories and force structures; monitor active inventories to facilitate training load projections; recommend policies and practices to achieve inventory goals. [proposed TISG G-RTF 1.b (revised) and G-RTF-3 1.g (revised)]
 - h. Devise measures and monitor reserve personnel flows and transitions (accessions, promotions, laterals, losses); monitor active flows to facilitate training load projections; recommend policies and practices to maintain stable desired flows. [proposed TISG G-RTF-3 1.h (revised)]

1. In conjunction with the Workforce Planning Staff, review active and civilian force plans, structures, and policies for their implications on training and reserve force planning and management. [proposed TISG G-RTF-3 1.1 (revised)]

**OFFICE OF TRAINING AND PERFORMANCE CONSULTING
(G-HTT)**

1. Under the direction of the Director for Reserve and Training, the Chief, Office of Training and Performance Consulting shall:

- a. Manage training for the Coast Guard and Coast Guard Reserve. [proposed TISG G-RTT 1.a]
- b. Liaise between TRACENs and program managers to effect necessary training and allocation of training resources. [proposed TISG G-RTT 1.b]
- c. Oversee the occupational analysis program. [proposed TISG G-RTT 1.c]
- d. Monitor the effectiveness and efficiency of Coast Guard training. [proposed TISG G-RTT 1.d]
- e. Exercise technical control over the Coast Guard Institute and the Coast Guard Training Quota Management Center. [proposed TISG G-RTT 1.e]
- f. Serve as a member of the ITRO Deputy Executive Board. [proposed TISG G-RTT 1.f]
- g. Maximize return on investment in training by: monitoring, developing, and improving selection and classification instruments and practices; recommend improvements in assignment and promotion policies to reflect better selection and classification processes. [proposed TISG G-RTT 1.g]

**TRAINING POLICY DIVISION
(G-HTT-1)**

1. Under the direction of the Chief, Office of Training and Performance Consulting, the Chief, Training Policy Division shall:
 - a. Develop and maintain policy to unify the Coast Guard's approach (i.e., analysis, design, development, implementation, and evaluation) to active, reserve, and civilian training. [proposed TISG G-RTTS 1.a]
 - b. Provide the link to the Commandant's Executive Business Plan through the Training Program Description, Program Direction, and Business Plan. [proposed TISG G-RTTS 1.b]
 - c. Coordinate policies concerning precommissioning and follow-on-crew pipeline training with Program Managers and the Military Personnel Command. [proposed TISG G-RTTS 1.c]
 - d. Establish and monitor measures of efficiency and effectiveness for the Training System. [proposed TISG G-RTTS 1.d]
 - e. Manage the Instructional Technology postgraduate education program. [proposed TISG G-RTTS 1.e]
 - f. Act as program manager for courses related to instructor, course designer and Training System management. [proposed TISG G-RTTS 1.f]
 - g. Maintain the Training and Education Manual, Enlisted Qualifications Manual, and the Catalog of Courses. [proposed TISG G-RTTS 1.g]
 - h. Oversee education program to include tuition assistance and DANTES. [proposed TISG G-RTTS 1.h]
 - i. Validate selection and classification practices against measures of success in training and actual performance in order to determine best selection criteria for service entry, assignment to special training, and other personnel selection and classification decisions. Develop and improve selection instruments and procedures; recommend improvements to assignment and promotion policies. [proposed TISG G-RTTS 1.i]
 - j. Coordinate Coast Guard ITRO activities. [proposed TISG G-RTTS 1.j]

**PERFORMANCE CONSULTING DIVISION
(G-HTT-2)**

1. Under the direction of the Chief, Office of Training and Performance Consulting, the Chief, Performance Consulting Division shall:

- a. Review and/or recommend training and non-training solutions to performance problems. [proposed TISG G-RTT-1 1.a]
- b. Perform analysis to assist program managers in solving performance problems. [proposed TISG G-RTT-1 1.b]
- c. Monitor training evaluations and conduct ongoing validation of training. [proposed TISG G-RTT-1 1.c]
- d. Identify commercial, DoD and other government agency sources of training analysis, design, development, implementation and evaluation services. Provide guidance and technical assistance to program/support managers on all contract training specifications. [proposed TISG G-RTT-1 1.d]
- e. Validate training needs, content, and quotas. [proposed TISG G-RTT-1 1.e]
- f. Act as the primary point of contact for program managers and training center schools for training and performance improvement issues. [proposed TISG G-RTT-1 1.f]
- g. Serve as a member of acquisition project teams sponsored by the Office of Acquisition. [proposed TISG G-RTT-1 1.g]
- h. Coordinate instructional systems development (ISD) support for the area and district training teams. [proposed TISG G-RTT-1 1.h]
- i. Conduct occupational analyses. [proposed TISG G-RTT-1 1.i]

TRAINING FUNDS AND QUOTA MANAGEMENT DIVISION
(G-HTT-3)

1. Under the direction of the Chief, Office of Training and Performance Consulting, the Chief, Training Funds and Quota Management Division shall:

- a. Act as the funds manager for the AFC-56 account including allocation and execution for headquarters retained and field training funds; liaison with G-CFM and G-CBU. [proposed TISG G-RTF 1.h and G-RTF-2 1.a]
- b. Develop criteria for revision of standard personnel costs and planning factors for AFC-56. [proposed TISG G-RTF-2 1.b]
- c. Develop/update policy on the appropriate use of AFC-56 funding. [proposed TISG G-RTF-2 1.c]
- d. Coordinate and ensure adequate reimbursement between AFC-56 and other appropriations (Reserve, EC&R, etc.) [proposed TISG G-RTF-2 1.d]
- e. Coordinate the field development and execution of each Office's training plan and the AFC-56 IBUDS spend plan. [proposed TISG G-RTF-2 1.e]
- f. Develop and publish the annual Coast Guard resident convening schedule for Class "A" and "C" courses. [proposed TISG G-RTF-2 1.f]
- g. Act as the Coast Guard point of contact for quota acquisition and control for training provided by DoD and other federal agencies. [proposed TISG G-RTF-2 1.g]
- h. Oversee the quota issuance and scheduling function of TQC. [proposed TISG G-RTF-2 1.h]
- i. Provide program manager with course cost per quarter. [proposed TISG G-RTF-2 1.i]

OFFICE OF RESERVE AFFAIRS
(G-HTR)

1. Under the direction of the Director for Reserve and Training, the Chief, Office of Reserve Affairs shall:
 - a. Develop goals, objectives, and metrics for the Reserve Component. [proposed TISG G-RTR 1.a]
 - b. Serve as point of contact for the Coast Guard Liaison Officer with Assistant Secretary of Defense (Reserve Affairs). [proposed TISG G-RTR 1.b]
 - c. Administer promotions for Reserve Officers, the Reserve Ready Direct Commission Program and establish numeric requirements and qualifications criteria for Reserve personnel accessions. [proposed TISG G-RTR 1.c]
 - d. Prepare and coordinate publication of the Register of Reserve Officers (COMDTINST M1427.2 series). [proposed TISG G-RTR 1.d]
 - e. Oversee Reserve personnel management policy and procedures. [proposed TISG G-RTR 1.e]
 - f. Establish and monitor measures of efficiency and effectiveness of the Reserve Component. [proposed TISG G-RTR 1.f]
 - g. Develop and administer the Inactive Duty Training (IDT), Active Duty for Training (ADT), Initial Active Duty for Training (IADT), and Special Active Duty for Training (SADT) programs. [proposed TISG G-RTR 1.g]
 - h. Establish policy and procedures for career progression and qualifications for reservists (tour lengths, nature of assignments, high year tenure, etc). [proposed TISG G-RTR 1.h]

**RESERVE POLICY AND PROGRAMS DIVISION
(G-HTR-1)**

1. Under the direction of the Chief, Office of Reserve Affairs, the Chief, Reserve Policy and Programs Division shall:
 - a. Provide the link to the Commandant's Executive Business Plan through the Reserve Program Description, Program Direction, and Business Plan. [proposed TISG G-RTR-1 1.a]
 - b. Review and advise on all proposed internal and external policy and legislation affecting the Coast Guard Reserve. [proposed TISG G-RTR-1 1.b]
 - c. Monitor Component efficiency and effectiveness through the use of institutionalized systemic metrics. Supplement these metrics through the use of management surveys, staff studies, and analyses. [proposed TISG G-RTR-1 1.c]
 - d. Define the Reserve Components's agenda and relationships through the development and distribution of policy and procedures. [proposed TISG G-RTR-1 1.d]
 - e. Monitor reserve personnel inventories and force structure; establish policies and practices to ensure that inventory goals are achieved. [proposed TISG G-RTR-1 1.e]
 - f. Monitor reserve personnel flows and transitions (e.g., accessions, promotions, laterals, losses); establish policies and practices to ensure that stable, desired flows are maintained. [proposed TISG G-RTR-1 1.f]
 - g. Maintain the Reserve Component history through a library of studies, reports, corresponds, record traffic, policy documents, legislation, background material, and working papers. [proposed TISG G-RTR-1 1.g]
 - h. Develop Coast Guard Reserve information for dissemination by appropriate authority. Prepare periodic reports for Headquarters, OST, and other agencies or departments as necessary. [proposed TISG G-RTR-1 1.h]
 - i. Monitor all training of reservists. [proposed TISG G-RTR-1 1.i]
 - j. Establish and coordinate procedures for involuntary recall of Reservists to active duty. [proposed TISG G-RTR-1 1.j]
 - k. Serve as the focal point for programming and budgeting information for the office; prepare Issues, Resource Prospectuses, RCPs, Reprogramming Requests, Planning Proposals, AFC-30 Target Modifications, etc., for the Reserve Component. [new]

- l. Develop policy and draft proposed legislation for the management of Inactive Duty Promotion List (IDPL) officers, including recruitment, assignment, evaluation, training, promotion, and separation. [old G-RSM 1.a (revised)]
- m. Develop policy governing inactive reservists for Real-time Automated Personnel Identification System (RAPIDS) and Defense Enrollment Eligibility Reporting System (DEERS); serve on DOD DEERS/RAPIDS Advisory Committee. [old G-RSM 1.a, i, and j (revised)]
- n. Develop policy in conjunction with DOD for Montgomery GI Bill Reserve Assistance Program (MGIB); develop policy on reserve compensation, benefits, awards; and respond to congressional and other inquiries concerning reserve pay and benefits. [old G-RSM-1 1.g, k, and o (revised)]
- o. In coordination with G-HPM, maintain currency of CG pubs concerning Inactive Reserve policies. [old G-RSM-1 1.e (revised)]
- p. In cooperation with the G-HPW, develop and manage the Inactive Reserve Family Support Program. Serve on DOD Corporate Information Management Initiative for development of a Reserve Component Family Program. [old G-RSM 1.i (revised)]

**EXTERNAL AFFAIRS DIVISION
(G-HTR-2)**

1. Under the direction of the Chief, Office of Reserve Affairs, the Chief, External Affairs Division shall:
 - a. Coordinate activities in preparation for appearances by the Director for Reserve and Training before Congressional Committees. [proposed TISG G-RTRS 1.a]
 - b. Serve as point of contact for the Coast Guard Liaison Officer with Assistant Secretary of Defense (Reserve Affairs). [proposed TISG G-RTRS 1.b]
 - c. Coordinate and review other Armed Forces directives and regulations, public laws, pending legislation, regulations, and instructions pertaining to Reserve Component administration to determine impact on Coast Guard policies and procedures. [new]
 - d. Coordinate the Coast Guard Reserve Forces Policy Board. [proposed TISG G-RTRS 1.c]
 - e. Prepare and coordinate publication of the Coast Guard Reservist magazine. [proposed TISG G-RTRS 1.d]
 - f. Manage the Coast Guard Reserve awards program. [proposed TISG G-RTRS 1.e]

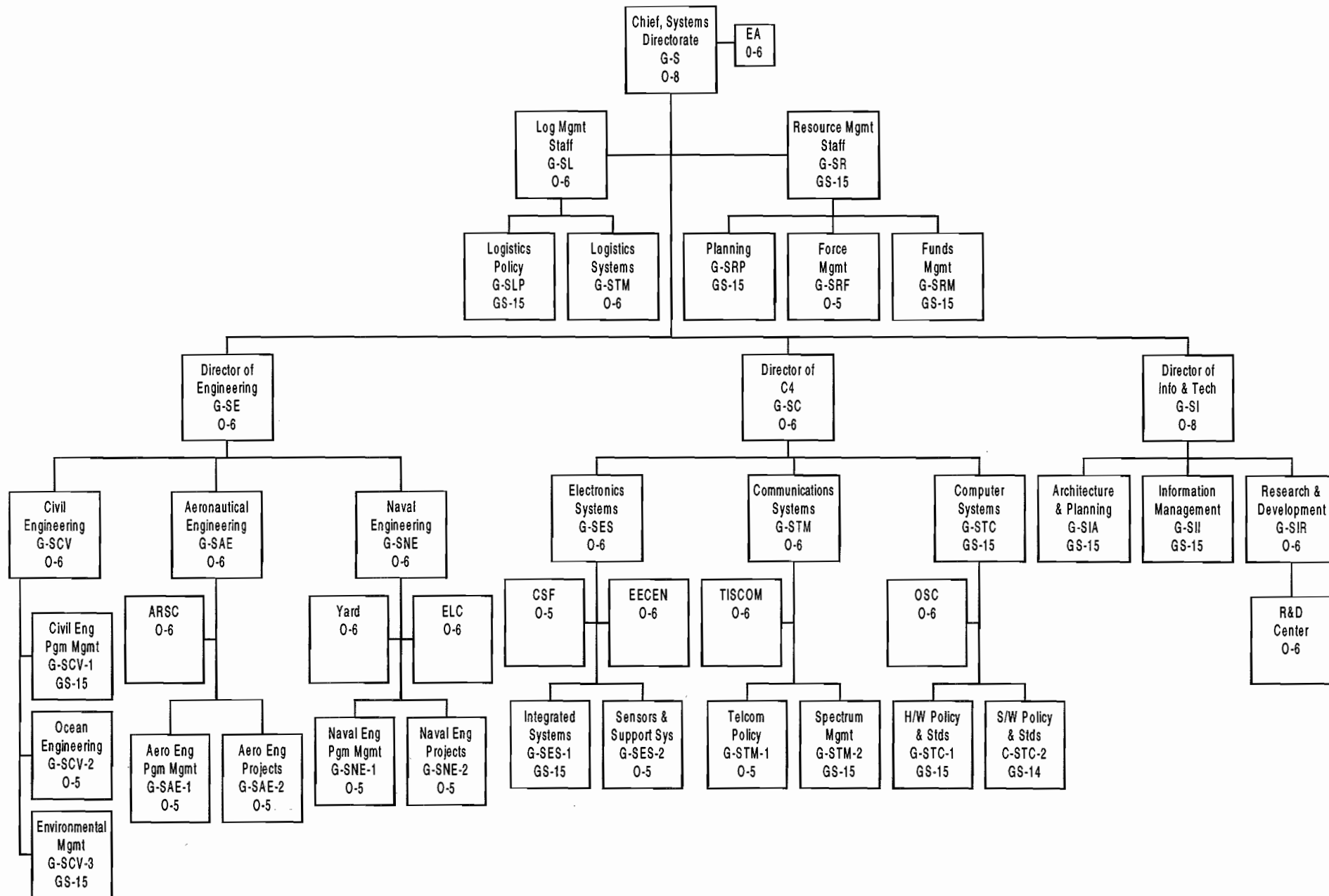
**RT FUNDS MANAGEMENT DIVISION
(G-HTR-3)**

1. Under the direction of the Chief, Office of Reserve Affairs, the Chief, RT Funds Management Division shall:
 - a. Act as the funds manager for the AFC-90 account, including development of annual apportionments, certification of quarterly account status and final closeout position for Headquarters-retained and field funds. [proposed TISG G-RTF-2 1.j]
 - b. Develop criteria for revision of standard personnel costs and planning factors for AFC-90. [proposed TISG G-RTF-2 1.k]
 - c. Develop/update policy on the appropriate use of AFC-90 funding. [proposed TISG G-RTF-2 1.l]
 - d. Coordinate and ensure adequate reimbursement between AFC-90 and other appropriations (AFC-01, AFC-30, DOD, FEMA, etc.). [proposed TISG G-RTF-2 1.m]
 - e. Determine criteria/procedures for coordinating of AFC-90 IBUDS field spend plan submissions. [proposed TISG G-RTF-2 1.n]
 - f. Prepare Reserve Program planning factors to support budget execution. [proposed TISG G-RTF-2 1.o]
 - g. Develop Reserve full time support staffing policy. [proposed TISG G-RTF-2 1.p]

SYSTEMS DIRECTORATE

(G-S)

SYSTEMS



PART I

(G-E...OLD MAPPED TO NEW)

OFFICE OF ENGINEERING, LOGISTICS AND DEVELOPMENT

FUNCTIONAL STATEMENTS

ENCLOSURE(4)

**OFFICE OF ENGINEERING, LOGISTICS AND DEVELOPMENT
(G-E)**

1. **Mission.** To provide logistics of the Service that are of an engineering character; to provide engineering services including design, construction, maintenance, outfitting and alteration of vessels, aircraft, aids to navigation, shore establishments, machinery, and utilities; and to administer a program of research and development responsive to the needs of the Service for new or improved systems, equipment, methods and procedures. [new G-S [ammended]]
2. **Functions.** Under the general direction and supervision of the Commandant, Vice Commandant, and Chief of Staff, the Chief, Office of Engineering, Logistics and Development shall:
 - a. Formulate, develop, coordinate, and direct Coast Guard plans, programs, and policies for logistics of an engineering character and coordinate with offices responsible for other elements of the logistics system to ensure a totally integrated and responsive system that supports the needs of the Service. [new G-S 2.a]
 - b. Assure the effectiveness of the Engineering Support Program, including the design and execution of alterations, modifications, repairs, maintenance and outfitting of vessels, boats, aircraft, vehicles, aids to navigation, shore facilities, machinery, and utilities; and assure the adequacy of engineering test and evaluation activities associated with those functions. [new G-S 2.b]
 - c. In response to the requirements of other offices, direct, supervise, and coordinate the design, development, construction, test, evaluation, and operational deployment and demonstration (as applicable), of ships, boats and shore facilities having a conventional design and having a high probability of usefulness in the operational structure. [new G-S 2.c]
 - d. Formulate, develop, coordinate, and direct Coast Guard plans and programs for research, development, test and evaluation responsive to long range objectives, approved requirements, stated goals and advancing technology. [new G-SE 2.d]
 - e. Determine basic plans, systems, methods, and procedures under which the above activities are to be carried out; consider and make recommendations as to broad policies which should control these recommendations. [new G-S 2.e]
 - f. Collaborate with the Chief of Staff and chiefs of offices generally, in matters relating to the overall engineering and logistics activities of the Service and identify existing or potential problems within Coast Guard mission areas that are susceptible to improvement through scientific research. [new G-S 2.f (amended)]
 - g. Administer funds in those appropriations or operating guides placed under the control of the Office of Engineering, Logistics and Development, furnishing preliminary budget estimates and apportionment of allotment recommendations to the Chief of Staff, planning expenditures to accomplish essential programs with available funds, passing on obligations against field allotments when Headquarters authorization is required, and otherwise ensuring wise and economical expenditures of such funds. [new G-S 2.g]
 - h. Prescribe the engineering and logistics reports to be submitted by field units; review and analyze such reports and data, and initiate or issue appropriate directives to field units to ensure uniformly high standards of engineering efficiency, effectiveness and economy. [new G-S 2.h]

- i. Periodically review the administration of engineering and logistics functions under Maintenance and Logistics Commands (MLC's); initiate recommendations to the MLC commander to effect improvements in the organization and methods of administration of those functions; keep informed through field inspections, or otherwise, as to the status, effectiveness, and efficiency of engineering and logistics activities generally. [new G-S 2.i]
- j. Periodically advise the Commandant as to the relative performance of the MLC's with respect to field engineering and logistics responsibilities. [new G-S 2.j]
- k. Establish and maintain close liaison with the Army, Navy, Air Force, Marine Corps, the Joint Staffs, Maritime Administration, General Services Administration, Department of Commerce (National Oceanic and Atmospheric Administration), Environmental Protection Agency and other public and private agencies in connection with Coast Guard engineering and logistics matters. [new G-S 2.k]
- l. Ensure external coordination and appropriate integration of Coast Guard research and development efforts with Department of Transportation efforts, and represent the Coast Guard (or Department of Transportation, as directed) in dealings with other governmental or private agencies, both domestic, and foreign, in matters pertaining to research and development. [new G-SIR 1.g & 1.h]
- m. Serve as the Director of the Engineering, Logistics (including Supply), and the Research and Development Support Programs. [new G-S 2.l]
- n. Exercise technical control over assigned Headquarters units. [new G-S 2.m]
- o. Administer the Service-wide Motor Vehicle Management Program. [new G-SL 1.h]
- p. Provide policy, guidance, and oversight for an effective supply system, focused on improving the readiness of the facilities supported. [new G-S 2.n]

ENGINEERING STAFF (G-ES)

1. Under the general direction and supervision of the Chief, Office of Engineering, Logistics and Development, the Engineering Staff shall perform the following functions:
 - a. Provide administrative support to the Office Chief and Deputy, including day-to-day oversight of front office operations. Route action items to appropriate engineering divisions and staffs, coordinate responses, and insure action items are answered by deadline and meets all requirements. Coordinate and validate all plans, policies, and directives proposed by G-E divisions and staffs for office-wide consistency. [new G-SR 1.a (amended)]
 - b. Advise and assist the Office Chief and Deputy on all matters relating to the Coast Guard Planning, Programming, Budget, and Evaluation System (PPBES) as they relate to engineering, logistics management and research and development. [new G-SR 1.b & SRM 1.k (amended)]
 - c. Undertake and assist in the conduct of technical, personnel, and management studies in support of office programs. Perform in-depth evaluations of office programs to assess program effectiveness and utilization of resources. Assist in coordinating office programs with those of other Headquarters offices, and work closely with those offices on issues where the offices have a common interest. [new G-SR 1.e (amended)]
 - d. Advise and assist the Office Chief and Deputy on G-E's AC&I program matters. This includes the integration and coordination of all PPBES activities associated with the allocation and reallocation of AC&I resources within G-E. [new G-SR 1.d (amended)]
 - e. Perform, coordinate and review strategic long-range planning within the office. Support program managers by reviewing and analyzing reports and studies, and where required, initiating and conducting studies and analyses. Provide analytical assistance to program managers in determining efficient allocations of resources associated with the implementation of long range plans. Provide economic input to office-related issues. [new G-SR 1.c (amended)]
 - f. Advise and assist the Office Chief and Deputy on all matters relating to budget execution and financial management as they relate to engineering, logistics management and research and development. Coordinate engineering budget inputs. Review and analyze Coast Guard budgets at all stages to insure that the resources that have been requested by Engineering Program Managers for incorporation into the budget are included and identified. Establish and administer procedures within the office for the proper review and execution of Coast Guard budgets. Coordinate with the engineering divisions and staffs for the preparation of financial plans such as obligation and expenditure schedules when more than one division is involved. [new G-SR 1.d (amended)]
 - g. Advise and assist the Office Chief and Deputy on matters affecting the management, organization, staffing and operation of the Industrial field activities. Determine and promulgate general policies and procedures for the administration and management of industrial, bases; develop and maintain the Industrial Management Manual. [new G-SL (amended)]

- h.** Keep Office Chief and Deputy advised of G-E personnel posture. Maintain records and plans for engineering specialty billets. Coordinate postgraduate training requirements. Review career patterns for engineers. Manage G-E civilian personnel FTE and civilian overtime. Manage TEMAC program for the office. [new G-SR 1.g (amended)]
- i.** Coordinate readiness planning for the office. Formulate policies for logistics play in all exercises and military readiness planning documents. Coordinate Remedial Action Program (RAP) for the office. [new G-SRP 1.i (amended)]
- j.** Coordinate with G-Pd the overall training program for the office and various engineering disciplines. [new G-SR 1.h (amended)]

CIVIL ENGINEERING DIVISION (G-ECV)

1. Under the general direction and supervision of the Chief, Office of Engineering and Development, the Chief, Civil Engineering Division shall:
 - a. Be responsible for planning, designing, constructing, altering, maintaining, repairing and replacing all Coast Guard shore facilities and fixed aids to navigation. [new SCV 1.a]
 - b. Manage the engineering support for aids to navigation, pollution response and diving programs. [new SCV 1.b]
 - c. Promulgate policy for administrative guidance of the MLC, Civil Engineering Unit (CEU), Facilities Design and Construction Centers (FD&CC), and facility engineering organizations in delivery of the civil engineering support program within the Coast Guard. [new SCV 1.c]
 - d. Provide technical guidance to assist program managers in development of documentation to support their sponsorship of shore facility requirements resulting from new or expanded missions. Prioritize and sponsor AC&I budget requests for all support center, family housing acquisition and shore facility replacement projects. Review and approve all major and minor AC&I Project Proposal Reports. [new SCV 1.d]
 - e. Publish the AC&I shore construction program annually including the solicitation, review and approval of projects under the Minor AC&I Program. Assign projects to the field and monitor program execution. Manage all shore construction funds provided under the AC&I appropriation to meet program objectives. [new SCV 1.e]
 - f. Sponsor all budget requests related to shore facility maintenance Allotment Fund Code (AFC-43) and civil engineering program personnel resources. Distribute resources to field units and administer all funds allocated to the Division. [new SCV 1.f (amended)]
 - g. Define the Shore Facility Planning, Programming and Budgeting System (SFPPBS) following the basic Coast Guard guidelines, and issue appropriate policy and instructions. Develop and maintain the Shore Facilities Requirements List (SFRL). Coordinate, review and publish the shore facilities portion of the Capital Investment Projections (CIP). [new SCV 1.g]
 - h. Coordinate planning as Headquarters Planning Coordinator (HQPC) for Support Centers, providing budgetary input, management overview and coordination of programs and missions involved. Provide policy and methodology to address the significant issues involved in the development of all shore unit master plans. [new SL 1.i (amended)]
 - i. Formulate and publish policies governing real property acquisition, disposal and management including acquisition and disposal of Coast Guard-owned family housing but not extending to housing policy or the leased housing program. Develop appropriate design, construction and maintenance standards for all facility types. [new SCV 1.h]
 - j. Assess condition of the shore plant on a regular basis and document facility deficiencies. Develop civil engineering program measures of effectiveness, collect

and analyze performance data, and report measures of program effectiveness and productivity. Perform civil engineering management evaluations of field units. [new SCV 1.i]

- k. Develop and document maintenance philosophy, staffing standards, skill requirements and staffing requirements for field maintenance and management of shore facilities. [new SCV 1.j]
- l. Develop policy and maintain expertise in the area of shore facility environmental compliance. Provide guidance for Coast Guard compliance with environmental laws and regulations. [new SCV 1.k]
- m. Provide facility and resource requirements to develop mobilization plans for logistic support of Coast Guard operating assets under contingency or wartime conditions. [new SCV 1.l]
- n. Promulgate policy for establishment of motor vehicle allowances service-wide and for the maintenance, repair and operation of the Coast Guard vehicle fleet. [new SL 1.h]
- o. Provide technical representatives for intergovernmental and international working groups as necessary. [new SCV 1.m]

**PROGRAM POLICY AND EVALUATION STAFF
(G-ECVs)**

1. Under the direction and supervision of the Chief, Civil Engineering Division, the Chief, Program Policy and Evaluation Staff shall: **[delete entire section...functions are either deleted or move to SCV-1]**
 - a. Define the Shore Facility Planning, Programming and Budgeting System (SFPPBS) following basic Coast Guard guidelines, and issue appropriate policy and instructions. **[new SCV-1 1.g (amended)]**
 - b. Develop and maintain the Shore Facilities Requirements List (SFRL). Coordinate review and publish the shore facilities portion of the Capital Investment Projections (CIP). **[new SCV-1 1.j (amended)]**
 - c. Develop long and short range civil engineering budgetary programs by reviewing, analyzing and integrating the AC&I and OE shore program. **[new SCV-1 1.c (amended)]**
 - d. Review all Resource Proposals (RP), Resource Change Proposals (RCP), Planning Proposals (PP) and Planning Proposal Reviews (PPR) prepared by the Division for completeness and conformance to program objectives. Coordinate response to external inquiries related to the shore program. **[new SCV-1 1.h & 1.i (amended)]**
 - e. Develop policy for use of OE, AC&I and non-appropriated funds for shore facility projects. **[new SCV-1 1.c (amended)]**
 - f. Publish the AC&I shore construction program annually and publish the list of approved projects under the Minor AC&I program. Develop the AC&I shore construction worklist for field execution. **[new SCV-1 1.j (amended)]**
 - g. Develop civil engineering measures of effectiveness, collect and analyze data, and report performance of the AC&I program. **[new SCV-1 1.j. (amended)]**
 - h. Define and document automated management information system (MIS) capabilities, integrated into the office MIS, required for efficient division work performance, program effectiveness evaluation and timely information reporting. **[new SCV-1 1.l. (amended)]**
 - i. Provide general and common administrative support services for the division including classified material control, personnel action monitoring, file management policy, correspondence tracking, collateral duty distribution and coordination of Division participation in professionally oriented activities. **[new SCV-1 1.m.]**

**ENVIRONMENTAL COMPLIANCE AND RESTORATION BRANCH
(G-ECV-1)**

1. Under the direction and supervision of the Chief, Civil Engineering Division, the Chief, Environmental Compliance and Restoration Branch shall:
 - a. Plan and manage the development of policy and procedures to direct the in-house Environmental Compliance and Restoration Program. [new SCV-3 1.a (amended)]
 - b. Direct the development and dissemination of Coast Guard policy to insure compliance with federal, state and local environmental laws and regulations regarding the managing, disposal and minimization of hazardous waste. [new SCV-3 1.a (amended)]
 - c. Develop programs and methodologies to assess and investigate existing Coast Guard facilities to determine the necessity for remedial action. [new SCV-3 1.c (amended)]
 - d. Represent the Coast Guard at the national level to the USEPA, other federal agencies, and state and local environmental agencies. [new SCV-3 1.b]
 - e. Monitor the status and evaluate the effectiveness of environmental projects to remediate land, air, and water (including groundwater) contamination. Prepare required reports for Congress, DoT and EPA. [new SCV-3 1.c]
 - f. Institute a service-wide environmental training program. [new SCV-3 1.d]
 - g. Develop budget requests for personnel and financial resources to support the Environmental Compliance and Restoration Program. [new SCV-3 1.j]
 - h. Manage an integrated database system that tracks the progress and develop budget requests for personnel and financial resources to support the Environmental Compliance and Restoration Program. Track status of the environmental programs and projects, including the underground storage tank program, CECAMP audits, site investigations and facility status. [new SCV-3 1.e (amended)]
 - i. Develop and manage Coast Guard programs for compliance with the National Environmental Policy Act (NEPA) and related legislation and regulations. [new SCV-3 1.f (amended)]
 - j. Review NEPA documentation for Coast Guard and non-Coast Guard actions that may impact then environmental or CG mission areas. [new SCV-3 1.f (amended)]
 - k. Assist and advise in the preparation of environmental documentation for Coast Guard Headquarters actions. [new SCV-3 1.c]
 - l. Review proposed environmental laws and regulations impacting on the Coast Guard. [new SCV-3 1.g (amended)]
 - m. Publish and maintain the EC&R Policy Manual and related instructions and publications. [new SCV-3 1.h (amended)]

**FACILITY PLANNING AND STANDARDS BRANCH
(G-ECV-2)**

1. Under the direction and supervision of the Chief, Civil Engineering Division, the Chief, Facilities Branch shall:
 - a. Develop shore facility planning, programming, budgeting, and evaluation policy and procedures. [new SCV-1 1.p]
 - b. Develop project planning, design, cost estimating (including follow-on cost requirements), and construction policy and procedures. [new SCV-1 1.q]
 - c. Develop facility programs to standardize the size, number, and characteristics of required spaces for typical shore facility support facilities. [new SCV-1 1.r]
 - d. Develop policy and guidance for administration of the Minor AC&I program. Solicit, review and approve projects. [new SCV-1 1.s]
 - e. Direct shore facility program compliance with areas of special program interest directed by Executive Order, public law, departmental directive or other mandate such as energy conservation, value engineering, occupational safety and health, and fire protection. [new SCV-1 1.t]
 - f. Issue appropriate policy and maintain instructions, manuals, and other directives to document the shore facility planning, programming, design, budgeting, execution and evaluation process. Provide consultation and guidance to the field on all policy and procedures. [new SCV-1 1.u]
 - g. Direct and coordinate G-ECV support to ensure all military and civilian personnel involved in the shore facility planning, programming, design, budgeting, execution and evaluation (SFPP) process receive training commensurate with their position/billet responsibilities. [new SCV-1 1.v]
 - h. Review and evaluate Planning Proposals for shore facility impacts and prepare a recommended division position for presentation at the G-CPP directed Planning Proposal Review Board (PPRB). [new SCV-1 1.w]
 - i. Review and evaluate Master Plans AC&I PPRs (Part A and Part B), Design Development Submittals, Invitation for Bids and associated documents for shore units and prepare final resolution documents. [new SCV-1 1.x]
 - j. Develop the Shore Facilities Requirements List (SFRL). Coordinate with MLCLANT, MLCPAC, and HQPMs to assess the condition of the shore plant, and to develop overall integrated program priorities, based on LANTAREA, PACAREA, HQ unit, and program priorities. [new SCV-1 1.y]
 - k. Support the coordinated development of the Shore Facility Budget process, and the proper insertion of projects into the multi-year budget process. [new SCV-1 1.z]
 - l. Develop, support, and coordinate Shore Facility Program resource change proposals and budget sheets. [new SCV-1 1.aa]

- m. Function as the Headquarters Program Coordinator for Support Centers. Sponsor Support Center projects. Develop HQPC priorities for Support Center projects. [new SLP 1.e (amended)]
- n. Conduct post-occupancy reviews of selected AC&I projects to evaluate policies, design standards and codes in providing functional and physically adequate shore facilities. Evaluate completed projects for economical and effective accomplishment of intended objectives. [new SCV-1 1.bb]
- o. Serve as the focal point for shore facility issues related to Headquarters initiatives or external inquiries raised at the Headquarters level. Coordinate HQPC program requirements and provide technical guidance and project documentation to assist program manager sponsorship of shore facility projects resulting from new or expanded mission requirements. [new SCV-1 1.n]
- p. Develop civil engineering military readiness requirements. Review Wartime Personal Allowance List (WPAL); prepare civil engineering input to the Logistics Support and Mobilization Plan (LSMP); participate in Command Post Exercises and provide liaison to NAVFACENGCOM on readiness issues. [new SRP 1.i (amended)]

**OCEAN ENGINEERING BRANCH
(G-ECV-3)**

1. Under the direction and supervision of the Chief, Civil Engineering Division, the Chief, Ocean Engineering Branch shall:
 - a. Manage the Aids to Navigation (ATON) engineering support program to include the planning, designing, constructing, altering, maintaining and repairing of: (1) buoys and buoy markers, (2) lighthouses, (3) acoustical and optical equipment, (4) beacon structures, excluding electronic navigation aids. [new SCV-2 1.a]
 - b. Prepare standards, directives and guidance for execution of the ATON engineering support by districts, field, MLC and Headquarters units including maintenance policy and equipment standards. [new SCV-2 1.b]
 - c. Manage technical aspects of ATON AC&I and OE programs including recommendations for funds apportionment, cost and technical input to the budget process, project review and approval, central equipment procurement and distribution management, where appropriate, and preparation of technical policy guidance. [new SCV-2 1.c]
 - d. Manage ATON Service-wide maintenance training through liaison with ATON school, Performance Systems Division (G-PRF) and Short Range Aids to Navigation Division (G-NSR) in accordance with current training directives. [new SCV-2 1.d]
 - e. Initiate requests, provide liaison and provide funding recommendations to the Research and Development Staff or Electronics Engineering Laboratory for special studies and projects to bring improved concepts, systems and hardware into the inventory. [new SCV-2 1.e]
 - f. Provide technical support for the supply of ATON hardware to field units including management of Qualified Products List (QPL) testing where appropriate. Update drawings and specifications for equipment procurement by Inventory Control Points (ICP) and perform Contracting Officer's Technical Representative (COTR) duties where appropriate. [new SCV-2 1.f]
 - g. Plan and execute Headquarters projects for the short term development and improvement of ATON hardware and systems including budgeting, preparation of procurement documents, specifications and drawings, quality assurance and COTR duties, and management of field implementation. [new SCV-2 1.g]
 - h. Develop budget and administer AFC-43 funds provided for branch projects. [new SCV-2 1.h]
 - i. Provide optical and acoustical technical advice to other organizational elements as requested. [new SCV-2 1.i]
 - j. Provide engineering support to the marine environmental response and diving programs. [new SCV-2 1.j]
 - k. Prepare standards, directives and guidelines for execution of the engineering support program for pollution response and diving by districts, field, area and Headquarters units. [new SCV-2 1.k]

- l.** Manage the technical aspects of pollution response under the National Contingency Plan and the diving program. Provide technical assistance and liaison to marine environmental response and diving program managers for development and administration of training programs. [new SCV-2 1.l]
- m.** Provide direct engineering support to strike teams and diving units. [new SCV-2 1.m]
- n.** Provide recommendations and liaison for the management of ocean engineering and engineering physics postgraduate education programs and officer specialty career programs. [new SCV-2 1.n]

**PROGRAM EXECUTION AND MANAGEMENT BRANCH
(G-ECV-4)**

1. Under the direction and supervision of the Chief, Civil Engineering Division, the Chief, Program Execution and Management Branch shall:
 - a. Develop policy and guidance on property management matters affecting acquisition, utilization and disposal of real property consistent with existing laws, regulations and directives. Prepare manuals and instructions pertaining to the real property management program. [new SCV-1 1.a (amended)]
 - b. Develop policy to improve, maintain and coordinate the Coast Guard real property program including: [new SCV-1 1.a (amended)]
 - (1) assistance to field and interagency coordination of real property acquisitions and disposals;
 - (2) central real property record keeping;
 - (3) improvement to real property management;
 - (4) coordination of excess real property screening;
 - (5) monitoring real property utilization and review justifications for retention of idle property;
 - (6) coordination of all required reports;
 - (7) monitoring Coast Guard efforts to identify and preserve historically significant properties; and
 - (8) management of General Services Administration (GSA) leased space program including planning, utilization monitoring, evaluation of field requests for changes and budgeting aspects of the space rental program. [new SRM 1.n (amended)]
 - c. Represent the Coast Guard as a member of the DoT Real Property Inventory Systems Committee and the Protection and Enhancement of the Cultural Environment Committee. [new SCV-1 1.b (amended)]
 - d. Manage the Coast Guard vehicle program including development of policy and program overview, establishment of Service-wide allowances and liaison with GSA and DoT. [new SLP 1.o (amended)]
 - e. Manage all shore construction funds provided under the AC&I appropriation. Approve funding requests, authorize issuance of Invitations for Bids (IFB), resolve funding shortages, develop budgets for and administer the AC&I Administrative and Survey & Design funds, monitor project documentation status and track program execution. [new SCV-1 1.ee (amended)]
 - f. Manage budget development and administration of Division AFC-30 funds. [new SRM 1.e]

- g. Establish policies and procedures for the civil engineering program AFC-43 Zero Base Management System (ZBMS) and the management of civilian and military staffing. [new SCV-1 1.c (amended), new SRF 1.a (amended)]
- h. Sponsor all budget requests related to shore facility maintenance (AFC-43) and civil engineering program personnel resources. Distribute resources to field units and administer all OE funds allocated to the Division. [new SCV-1 1.d (amended), new SRF 1.a, 1.g, and 1.i (amended)]
- i. [000989] Develop new initiatives and conduct special studies in the area of shore facilities management. [delete]
- j. Develop shore maintenance program measures of effectiveness, collect and analyze performance data and report measures of program performance and goal attainment. Perform civil engineering management evaluations of field units and provide feedback in the form of Service-wide comparative data. [new SCV-1 1.j]
- k. Establish policies and procedures for Facilities Engineering organizations. Develop staffing requirements and provide feedback on unit performance. [new SCV-1 1.f (amended)]
- l. Assist other Headquarters program managers concerning the training, manning level standards, qualification and assignment of personnel to civil engineering duty and provide career guidance to civil engineering specialists. Supervise the civil engineer postgraduate training program and provide liaison for the Coast Guard Academy civil engineering undergraduate program. [new SCV-1 1.0 (amended), new SRF 1.g & 1.i (amended)]
- m. Review structure alterations (STRUCTALT) for conformance to long term facility plans and appropriate funding source. Coordinate submittal of documentation to DoT for major construction projects. [delete]

**AERONAUTICAL ENGINEERING DIVISION
(G-EAE)**

1. Under the general direction and supervision of the Chief, Office of Engineering and Development, the Chief, Aeronautical Engineering Division shall:
 - a. Coordinate and supervise military and civilian personnel management responsibilities including ensuring that necessary actions required by personnel management procedures are accomplished. [new G-SAE 1.a]
 - b. Participate with the Contract Support Division (G-ACS) in the negotiation of contracts for the installation, repair, maintenance, and alteration of aircraft, engines and related equipment; and make final determinations as to acceptance terms and conditions included in such contracts insofar as dates of delivery, plans, specifications and characteristics of the items desired are concerned. [new G-SAE 1.b]
 - c. Transmit requests for procurement to the Contract Support Division accompanied, when appropriate, by detailed plans and specifications. [new G-SAE 1.c]
 - d. Follow up on contract performance insofar as inspections, tests, and technical judgement are necessary or desirable to assure compliance, and assist in contract expediting as required. [new G-SAE 1.d]
 - e. Prepare maintenance instructions and similar information concerning aircraft, engines, and related equipment, and release technical directives as specifically authorized by Chief, Office of Engineering, Logistics and Development. [new ARSC][new G-SAE 1.e]
 - f. Furnish, when required, progress and schedule reports, and personnel and material requirement information in connection with the installation, repair, maintenance and alteration of aircraft, engines and related equipment. [new G-SAE 1.f]
 - g. Prepare preliminary budget estimates, make allotment recommendations, administer funds allocated to the Division, and pass on obligations for items to be charged against field allotments in those instances where prior Headquarters authorization is required. [new G-SAE 1.g]
 - h. Review boards of survey concerning aeronautical engineering material. [new G-SAE 1.h]
 - i. Initiate requests for research and development (R&D) special studies, analyses, and projects which involve bringing new aeronautical concepts, systems, and hardware into the Coast Guard inventory. Work closely with the R&D staff in such developmental efforts. [new G-SAE 1.i]
 - j. Prepare Proposed Technical Approaches in response to Tentative Operational Requirements. [new G-SAE 1.j]
 - k. Monitor and make recommendations concerning the training and assignment of officers to aeronautical engineering duty. Serve as a voting member of selection boards for aircraft maintenance officer and aeronautical engineering post graduate

training programs. Coordinate students at post graduate school for G-EAE sponsored programs. [new G-SAE 1.k]

- l. Manage the Coast Guard aeronautical engineering maintenance programs including but not limited to: avionics, ground support equipment, rescue and survival equipment, computerized aircraft maintenance and aviation maintenance management information system. [new G-SAE 1.l]
- m. Provide assistance to district commanders, as required, in maintaining at air stations, the necessary facilities and support spares to repair, maintain, outfit and alter aircraft, engines and related equipment. [new G-SAE 1.m]
- n. Ensure visits to district offices and air stations by members of the Aeronautical Engineering Division to coordinate engineering efforts, in support of Coast Guard aviation. [new G-SAE 1.n]
- o. Coordinate Division work assigned to the Aircraft Repair and Supply Center (AR&SC) and act as a central contact and approving point of work desired by other elements and for all matters which affect AR&SC's ability to perform its primary mission. [new G-SAE 1.o]
- p. Serve as Program Office for Coast Guard Aircraft Repair & Supply Center. [new G-SAE 1.p]
- q. Coordinate Division work assigned to the Aircraft Program Offices (APOs) and act as a central contact and approving point of work desired by other elements and for all matters which affect the APO's ability to perform their primary mission. [new G-SAE 1.q]
- r. Provide Division input to Planning Proposal Review Boards (PPRB)'s involving aeronautical engineering matters. [new G-SAE 1.r]
- s. Identify outside resources (8A, contractors, etc.) to provide management studies, personnel studies, logistics studies, and automated data processing (ADP) studies in support of G-EAE programs. [new G-SAE 1.s]
- t. Supervise the Coast Guard liaison officer at Warner Robins Air Force Logistic Command. Provide tasking, coordination, and act as central contact for work desired by other elements. [new G-SAE 1.t]
- u. Select and direct aviation maintenance officers, technical specialists, and AR&SC personnel to participate as members of Aviation Mishap Analysis Boards (MABs). [new G-SAE 1.u]
- v. Review aviation mishap board reports. Serve as a voting member of Commandant's Aviation Safety Board. [new G-SAE 1.v]
- w. Initiate and approve Maintenance Management Reviews (MMRs). Assign action items and approve the Plan of Action. [new G-SAE 1.w]
- x. Provide coordinated Aeronautical Division response to Q&A's from Congress, Office of Management and Budget (OMB), Office of the Secretary of Transportation (OST), G-CCS elements and outside news media. [new G-SAE 1.x]

- y. Act as Program Manager concerning technical knowledge and maintenance responsibilities for the Aviation Machinist Mate (AD), Aviation Electrician's Mate (AE), Aviation Structural Mechanic (AM), Aviation Survivalman (ASM), and Aviation Electronics Technician (AT). [new G-SRF 1.c]

**PLANNING, PROGRAMMING, & BUDGETING BRANCH
(G-EAE-1)**

1. Under the direction and supervision of the Chief, Aeronautical Engineering Division, the Chief, Planning, Programming, & Budgeting Branch shall:
 - a. Provide aeronautical engineering technical analytical services for the Division. [new G-SAE-1 1.a]
 - b. Monitor technical progress in the aeronautical engineering field and keep abreast of new developments for possible application to Coast Guard aviation programs. [new G-SAE-1 1.s]
 - c. Monitor programs established for training or indoctrination of aviation maintenance officers and enlisted technicians. Provide recommendations to cognizant divisions regarding changes necessary to ensure adequate training levels are established and maintained. Supervise the Aeronautical Engineering Division training requirements including: [new G-SRF 1.f & 1.i]
 - (1) Coordinate the education and training activities to include identification, planning, review, and evaluation of training programs in support of Aeronautical Engineering Division missions and goals.
 - (2) Identify the need for training based on needs analysis.
 - (3) Develop and submit to G-PRF an annual training plan to meet the deficits identified in the needs analysis.
 - (4) Estimate the cost of training needed.
 - (5) Develop a training budget.
 - (6) Locate possible sources for the required training either in DoT, DoD, Coast Guard, other agencies or commercial vendors.
 - (7) Maintain liaison with G-PRF for implementation of the approved training plan.
 - (8) Review and approve curriculum outlines submitted by Aviation Technical Training Center (ATTC) and Coast Guard Institute.
 - (9) Review and approve standards submitted to the Enlisted Qualifications Manual (COMDTINST M1414.8(series)) for aviation ratings.
 - (10) Maintain liaison with ATTC for implementation of training plans, course contents and resources required.
 - d. Administer and coordinate the Planning, Programming and Budgeting System for the Aeronautical Engineering Division from mission inception onward. Prepare and submit data for budgetary justification purposes. [new G-SAE-1 1.b]
 - e. Prepare recommendations for annual Acquisition, Construction and Improvements (AC&I) billet requirements. Prepare AC&I personnel and administrative support resource requirement Resource Change Proposals (RCP). [new G-SAE 2.a]

- f. Assist G-EAE Branch Chiefs in planning financial requirements and submitting necessary resource requirements documents. [delete]
- g. Prepare and review annual budget submissions and guide them through the budget process. Prepare Operating Expense (OE) RCPs. Prioritize RCPs with Branch Chiefs and G-E staff. Coordinate all RCP submissions with, and receive input from, program directors. Coordinate queries for OST, OMB, and Congress. [new G-SAE-1 1.c and S-SRM 1.a (amended)]
- h. Manage execution of appropriations including maintaining a system of fund, resource, cost revenue, reconciliation and appraisal accounts. [new G-SRM 1.e (amended)]
- i. Provide financial planning and financial management for the Chief, Aeronautical Engineering Division, including coordinating, preparing, and updating required, external, financial management data such as planned apportionments, obligations and outlays. [new G-SRM 1.g (amended)]
- j. Prepare financial information and quarterly management overview for status reviews. [new G-SAE-1 1.d and G-SRM 1.e (amended)]
- k. Review all planned expenditures of funds in accordance with approved budget plans for the Aeronautical Engineering Division. [new G-SRM 1.j (amended)]
- l. Maintain a system of financial records and account for expenditures. [new G-SRM 1.i (amended)]
- m. Determine integrated logistics support and funding requirements and update as changes occur. [new G-SAE-1 1.e]
- n. Coordinate and review all study efforts within the Aeronautical Engineering Division. [new G-SAE-1 1.f]
- o. Review and evaluate program performance, effectiveness and benefits. Provide appropriate analytical assistance to other branch chiefs. [new G-SAE-1 1.g]
- p. Coordinate and respond to Congressional inquiries and Freedom of Information Act/Privacy Act (FOIA/PA) requests directed to the Aeronautical Engineering Division. [new G-SRP 1.a (amended), G-SRP 1.a (amended), and SI-2 1.f (amended)]
- q. Coordinate, review, and recommend necessary reprogrammings between projects and/or functions. [new G-SAE-1 1.h]
- r. Coordinate the administrative logistics requirements for the Division. [new G-SAE-1 1.i]
- s. Provide policy support to G-EAE in areas involving more than one division. [Delete]
- t. Administer the Beneficial Suggestion Program for the Division. [Delete]

- u. Manage the Spectrometric Oil Analysis Program (SOAP). Provide funding and liaison with DoD and the SOAP. [new G-SAE-1 1.z]
- v. Prepare management reports for the division. [new G-SAE-1 1.j]

**INFORMATION RESOURCE MANAGEMENT BRANCH
(G-EAE-2)**

1. Under the direction and supervision of the Chief, Aeronautical Engineering Division, the Chief, Information Resource Management Branch shall: **[Entire Branch function moved to ARSC]**
 - a. Supervise a Management Information System (MIS) which shall:
 - (1) Provide MIS support for the Aeronautical Engineering Division, including information generated for or used by project managers, system managers and budgetary personnel.
 - (2) Plan and coordinate MIS training in G-EAE's areas of interest. Train users on hardware operation and system applications.
 - (3) Determine information needs of the Aeronautical Engineering Program and the Division. Establish, implement, or coordinate systems, including ADP systems, that collect, transmit, evaluate, store and/or distribute program related information. Provide technical oversight of ADP systems, hardware, and software that support the Aeronautical Engineering Program.
 - (4) Initiate action to plan for and obtain ADP hardware/software tools to satisfy G-EAE's MIS needs. Assist users in the development of specialized applications and keep users advised of the availability and utility of off-the-shelf software packages.
 - (5) Perform System Manager functions for G-EAE. This includes installing system hardware and software to maintain operational reliability, implementing of software updates on contractor furnished software, preparing and filing documentation for developed application software, scheduling and performing routine file back-ups, executing recovery as necessary, and establishing and maintaining a technical library for installed ADP hardware and operating software.
 - (6) Function as the G-EAE ADP Security Officer.
 - (7) Coordinate preparation of all required ADP hardware/software reports and lease renewals.
 - (8) Maintain a library of system documentation, data processing texts, and literature with ready user access.
 - b. Coordinate requests for ADP services among the Aeronautical Engineering Division and the Aircraft Repair and Supply Center (AR&SC), and any other divisions maintaining data bases.
 - c. Maintain the Division's technical library and review all technical directives referred to, or originating within, the Aeronautical Engineering Division.
 - d. Administer the Unsatisfactory Report of Aeronautical Equipment Program for the Division.

- e. Develop and maintain program criteria and standards.
- f. Develop long and short range Information Resource Management (IRM) plans and budgets.
- g. Monitor and support the evaluation of statistical data to assist branches/project managers in identifying significant changes in their program's performance as a result of management/policy action taken or contemplated.
- h. Support, maintain, and enhance the office automation capabilities within the Aeronautical Engineering Division, including both word processing and data processing. Initiate, develop, and recommend automated systems to improve G-EAE efficiency and effectiveness.
- i. Evaluate program initiatives with respect to field requirements and make recommendations to improve support. Analyze the overall program effectiveness of field units. Monitor progress toward program objectives, goals, and milestones, including information obtained from program support managers.
- j. Administer the overall Computerized Maintenance System contract for fixed wing, rotary wing, life support, and ground support equipment.
- k. Serve as the cognizant authority for Address Indicator Groups (AIGs) 8902, 8904, 8906, 8914, 4910, 4984.
- l. Solicit, coordinate, review, process, and control Division inputs for various publications and briefing material.
- m. Chair an IRM User Steering Committee to assist the Division, Aircraft Repair & Supply Center, and field units with particular automated data processing problems associated with the Aviation Maintenance Managements Information System (AMMIS).
- n. Monitor, approve, and recommend changes to the Aviation Maintenance Management Information system (AMMIS) to ensure the system is responsive to the needs of the Aeronautical Engineering Program.

**MAINTENANCE ENGINEERING BRANCH
(G-EAE-3)**

1. Under the direction and supervision of the Chief, Aeronautical Engineering Division, the Chief, Maintenance Engineering Branch shall:
 - a. Administer the minor procurement programs for assigned aircraft, engines, and special equipment. [new G-SAE-1 1.bb]
 - b. Assist the Office of Acquisition in major procurement programs for assigned aircraft, engines and special equipment. [new G-SAE-1 1.m]
 - c. Monitor the logistics support of assigned aircraft and provide technical guidance in the procurement and maintenance of replacement items, spare parts and special equipment. [new G-SAE-1 1.l]
 - d. Develop cost estimates, price determinations and specifications for procurement, modification, programmed depot maintenance (PDM), and support of assigned aircraft and aircraft being considered for inclusion in the Coast Guard inventory. [new G-SAE-1 1.n]
 - e. Manage the aircraft maintenance program for assigned aircraft. Management of these programs includes but is not limited to: [new G-SAE-1 1.k]
 - (1) Programmed Depot Maintenance (PDM) Programs.
 - (2) Aircraft configuration control.
 - (3) Initiating, preparing and reviewing technical directives.
 - (4) Implementing procedures to minimize Not Mission Capable because of Maintenance (NMCM), Not Mission Capable because of Supply (NMCS), Not Mission Capable because of Both (NMCB) and Not Mission Capable (NMC) rates.
 - (5) Monitoring of Unsatisfactory Reports of Aeronautical Equipment in order to alleviate problems and unsatisfactory trends.
 - (6) Monitoring contracts for technical services including technical representatives.
 - (7) Providing assistance, as required, to district commanders and commanding officers of Coast Guard aviation units of technical matters relating to maintenance, alteration and repair of aircraft.
 - (8) Managing assigned aircraft computerized maintenance programs.
 - (9) Reviewing and monitoring maintenance procedures and practices.
 - (10) Managing assigned aircraft engines.
 - f. Provide technical assistance, as required to other Coast Guard elements in the development of technical studies, engineering analyses, and other special projects relating to assigned aircraft. [new G-SAE-1 1.p]

- g. Monitor the activities of the Prime Unit regarding Headquarters assigned projects. [new G-SAE-1 1.q]
- h. Provide Coast Guard representation on various technical committees. [new G-SAE-1 1.r]
- i. Monitor technical progress in the field of aeronautical engineering and keep abreast of new developments for possible application to Coast Guard aviation programs. [new G-SAE-1 1.s]
- j. Serve as technical subject matter expert for assigned aircraft and provide inputs to G-E and G-EAE as required. [new G-SAE-1 1.t]
- k. Provide technical input in the review of preliminary or detailed plans for construction or alteration of facilities for assigned aircraft. [new G-SAE-1 1.u]
- l. Provide liaison with other military and non-DoD users of similar type aircraft, engines and special equipment. [new G-SAE-1 1.w]
- m. Provide assistance to aviation units on matters relating to aircraft salvage. [new G-SAE-1 1.y]
- n. Coordinate the administration of all aircraft equipment and associated systems that are common to both fixed wing and rotary wing aircraft including, but not limited to, life support and ground support equipment. The life support system manager shall: [new ARSC]
 - (1) Provide input on specifications for improved equipment.
 - (2) Establish and monitor maintenance procedures for Coast Guard rescue and survival equipment.
 - (3) Provide input to G-OAV on aircraft configuration relating to rescue and survival equipment.
 - (4) Attend conferences and meetings to stay abreast of the latest developments in search and rescue (SAR) equipment.
 - (5) Provide input to G-OAV on requirements for the Rescue Swimmer Program.
 - (6) Serve as Division liaison with DoD and civilian agencies regarding rescue and survival equipment.

**AVIONICS BRANCH
(G-EAE-4)**

1. Under the direction and supervision of the Chief, Aeronautical Engineering Division, the Chief, Avionics Branch shall:
 - a. Supervise the design, procurement, installation, maintenance, and support of Airborne Electronic Systems, their attendant ground support, and special test equipment. Avionics systems include all airborne electrical and electronic systems and their associated devices. [new G-SAE-2 1.c]
 - b. Develop specifications for new equipment in order to satisfy operational requirements. [new G-SAE-2 1.b]
 - c. Maintain performance records and provide instructions for equipment installation, modification, maintenance and support. [new ARSC]
 - d. Maintain liaison with technical avionics programs at the Aircraft Repair and Supply Center and Aviation Technical Training Center [ATTC and G-SAE-1 1.v (amended)]
 - e. Maintain liaison with ATTC concerning avionics and electrical courses and curriculum. [new G-SAE-1 1.v]
 - f. Act as subject matter expert for all avionics related matters including training, course curriculum content, and enlisted rating qualifications for AT and AE rates. [new G-SAE-1 1.v]
 - g. Plan for the development of equipment to meet future avionics requirements. [new G-SAE-1 1.s]
 - h. Manage the aircraft avionics programs. Management of these programs includes but is not limited to: [new ARSC]
 - (1) Aircraft configuration control.
 - (2) Initiating, preparing and reviewing technical directives.
 - (3) Implementing procedures to minimize NMCM, NMCS, NMCB and NMC rates.
 - (4) Monitoring of Unsatisfactory Reports of Aeronautical Equipment in order to alleviate problems and unsatisfactory trends.
 - (5) Monitoring contracts for technical services including technical representatives.
 - (6) Providing assistance, as required, to district commanders and commanding officers of Coast Guard aviation units on technical matters relating to maintenance, alteration, and repair of avionics and related equipment.
 - (7) Managing assigned avionics equipment computerized maintenance programs.

- (8) Reviewing and monitoring maintenance procedures and practices.
- i. Provide technical assistance, as required to other Coast Guard elements in the development of technical studies, engineering analyses, and other special projects relating to avionics equipment. [new G-SAE-1 1.l]
- j. Monitor the activities of the Prime Unit regarding Headquarters assigned projects. [new G-SAE-1 1.q]
- k. Provide Coast Guard representation on various technical committees. [new G-SAE-1 1.r]
- l. Administer Navy-Type-Navy-Owned (NTNO) avionics equipment program. Act as liaison with Navy for avionics programs. [new G-SAE-1 1.w]
- m. Monitor technical progress in the field of aviation electronics engineering and keep abreast of new developments for possible application to Coast Guard aviation programs. [new G-SAE-1 1.s]
- n. Manage assigned AC&I and OE avionics acquisition projects using assigned Project Managers. The Project Manager shall: [new G-SAE-2 1.d]
 - (1) Ensure that projects are managed in compliance with DoT and USCG directives, guidance from higher authority, and sound business practices.
 - (2) Manage all aspects of each project to meet approved cost, schedule and performance goals within the authority provided.
 - (3) Act as Contracting Officer's Technical Representative to ensure that the provisions of assigned contracts are carried out. Manage contractor support as required.
 - (4) Act as the central focal point for information within the Coast Guard for the project assigned. Answer queries from higher authority and provide project liaison with DoD, DoT, AR&SC and other Coast Guard segments.
 - (5) Develop and coordinate project planning and execution documents such as the Project Master Plan (PMP) in accordance with standard guidance.
 - (6) Develop and maintain a Project Implementation Plan which defines how responsibility for acquired systems, including their associated logistic support, will be transferred from the development/ installation stage to the operational stage.
 - (7) Coordinate RCP preparation with G-EAE-1. Act as project fund manager and approval authority for execution of funds appropriated for the project as directed by G-EAE. Coordinate solicitation or reprogramming actions as required to meet changes in requirements with G-EAE-1.
 - (8) Plan for and acquire adequate resources to meet project goals.

**NAVAL ENGINEERING DIVISION
(G-ENE)**

1. Under the general direction and supervision of the Chief, Office of Engineering, Logistics and Development, the Chief, Naval Engineering Division shall:
 - a. Serve as allotment fund code manager of the AFC-45. Recommend allotments and provide administration of funds allocated to the division. Provide planning documents and budget estimates to program directors and project managers for cutter and standard boat construction and maintenance funds. [new G-SNE 1.b (amended)]
 - b. Prepare, review, and approve standards, guidance and specific policies for design, construction and maintenance of cutters and standard boats. [new G-SNE 1.c and SNE-1 1.g (amended)]
 - c. Prepare, review, and approve plans, designs, and specifications for the repair, maintenance, and alteration of cutters and standard boats. [new G-SNE 1.c (amended)]
 - d. Prepare, review, and approve cutter and standard boat maintenance and damage control instructions. [new G-SNE 1.c (amended)]
 - e. Participate in the vessel configuration control process. [new G-SNE 1.c and SNE-1 1.i (amended)]
 - f. Conduct special studies relative to new or improved naval engineering designs or operating and maintenance methods that have possible Coast Guard use. Coordinate with the Research and Development Staff as appropriate. [new G-SNE 1.e and SNE-1 1.h (amended)]
 - g. Serve as the program manager for the Coast Guard YARD. [new G-SNE 1.f (amended)]
 - h. Evaluate Safety and Mishap Board reports. [delete]
 - i. Participate with contracting officers in the negotiation of contracts for the construction, installation, repair, maintenance and alteration for cutters and standard boats. [new G-SNE 1.g (amended)]
 - j. Support acquisition project managers by; providing technical liaison with the Resident Inspector Offices (RIOs) and Project Resident Offices (PROs); preparing and reviewing drawings, specifications, trial instructions, Hull, Machinery, Equipment, and Ordinance (HME&O) outfitting lists and other technical documents for major acquisition projects; and, assisting in contract expediting. Prepare relevant portions of logistics support plans. [new ELC]
 - k. Perform project manager functions in support of vessel new construction, renovation and alteration projects assigned to the Office of Engineering, Logistics, and Development. Develop and approve the designs, contract specifications, and other technical documents. [new G-SNE 1.h and SNE-2 1.a]
 - l. Maintain an overview of the Naval Engineering program and monitor its effectiveness. [new G-SNE 1.i (amended)]

- m. Responsible for management of the DC, EM, and MK ratings. Includes all areas which determine the health of these ratings (e.g. billet structure, training, career progression, occupational standards, impact of technological change). [new G-SRF 1.c]
- n. Responsible for the management of the Naval Engineering officer force. Includes establishing standards for training and education, career progression, staffing requirements, etc. [new G-SNE 1.n (amended)]
- o. Participate with Facility and Program Managers in development and review of readiness/mobilization plans. [delete]
- p. Manage chemical, biological, radiological (CBR) equipment and material including RADIAC material. [delete]

**TYPE SUPPORT BRANCH
(G-ENE-1)**

1. Under the direction and supervision of the Chief, Naval Engineering Division, the Chief, Type Support Branch shall interface with program managers, project managers, and other staff elements to provide class unique naval engineering technical inputs and outputs in support of acquisition, maintenance and logistics issues for cutters and standard boats; and specifically perform the following functions:

- a. Support and/or manage vessel AC&I projects by: [new G-SNE-2 1.a]

- (1) Designating a project officer (for G-E projects) or project task leader (for G-A projects) when billets are authorized. The G-E project officers perform the full range of project manager functions for their projects in accordance with their charters.
- (2) Participate in the project design and specification development.
- (3) Participate in the contract source evaluation process; includes establishing/recommending technical evaluation criteria, serving on Technical Evaluation Teams, Source Evaluation Boards and negotiating teams.
- (4) Provide technical liaison to RIO's, PROs and the Yard.
- (5) Participate in acceptance tests and trials. Chair or serve as a member of configuration control board (CCB).
- (6) Initiate or provide technical input to procurement requests including plans, justifications, specifications, statements of essential need, and other supporting data as appropriate.
- (7) Initiate Coast Guard Yard project orders in support of projects.
- (8) Prepare and maintain the Maintenance Plans for cutter/boat LSPs.

- b. Develop solutions to class unique ship and standard boat HM&E systems problems. This may result in one or more of the following: [ELC]

- (1) Direct, participate in, and review Ships Structural and Machinery Evaluation boards. Maintain the division files of SSMEB, SSEB, MEB reports.
- (2) Develop, sponsor, and submit for approval class unique cutter and standard boat alterations. Maintains the division files of ShipAlts, BoatAlts, and ShipAlt Review Board minutes.
- (3) Provide class unique naval engineering information guidance and direction to Maintenance and Logistics Commands, CG areas, Headquarters elements, other governmental elements, and public interests as applicable.
- (4) Be a member of all cutter and boat alteration, design and policy review boards.
- (5) Develop input on class unique logistics support issues for cutters and standard boats.

- (6) Initiate or provide technical input to procurement requests including plans, justifications, specifications, statements of essential need, and other supporting data as appropriate.
 - (7) Initiate Coast Guard Yard project orders in support of projects.
 - (8) Participate in cutter class CCBs.
 - (9) Develop and submit for approval branch Project Plans. Execute the approved Planned Obligation Program (POP)
- c. Provide miscellaneous naval engineering services that relate to cutters and standard boats and their HM&E systems. (e.g. Congressional inquiries, Idea Express, RPs/RCPs, PMPs, OFCOs, Planning Proposals, decision memos, etc.) ~~[delete]~~

FLEET SYSTEMS AND EQUIPMENT BRANCH
(G-ENE-2)
[delete entire section ... functions move to ELC]

1. Under the direction and supervision of the Chief, Naval Engineering Division, the Chief, Fleet Systems and Equipment Branch shall: interface with program managers, project managers, and other staff elements to provide naval engineering technical inputs and outputs in support of acquisition, maintenance, and logistics issues for systems and equipment common to multiple cutter classes and ordinance issues regardless of cutter/boat class. Specifically, Fleet Systems and Equipment Branch performs the following functions.
 - a. Supports and/or manages vessel AC&I projects by:
 - (1) Designating a project officer (for G-E projects) or project task leader (for G-A projects) when billets are authorized. The G-E project officers perform the full range of project manager functions for their projects in accordance with their charters.
 - (2) Participating in the project design and specification development.
 - (3) Participating in the contract source evaluation process; includes establishing/recommending technical evaluation criteria, serving on Technical Evaluation Teams, Source Evaluation Boards and contract negotiating teams.
 - (4) Providing technical liaison to the RIOs. PROs and Yard.
 - (5) Participating in acceptance tests and trials. Chair or serve as member of configuration control board (CCB).
 - (6) Initiating or providing technical input to procurement requests including plans, justifications, specifications, statements of essential need, and other supporting data as appropriate.
 - (7) Initiating Coast Guard Yard project orders in support of projects.
 - (8) Preparing and maintaining the appropriate multi-class systems sections of Maintenance Plans for cutter/boat LSPs.
 - b. Develops solutions to ordinance and multi-class systems problems. This may result in one or more of the following:
 - (1) Develop, sponsor, and submit for approval ordinance and multi-class configuration changes, ShipAlts, OrdAlts, BoatAlts.
 - (2) Provide naval engineering information, guidance and direction to the Maintenance and Logistics Commands, CG Areas, Headquarters elements, other governmental elements and public interests as applicable.
 - (3) Be a member of all cutter and boat alteration, design and policy review boards.
 - (4) Develop input on multi-class logistics support issues for cutters and standard boats.

- (5) Initiate or provide technical input to procurement requests including plans, justifications, specifications, statements of essential need, and other supporting data as appropriate.
 - (6) Initiate Coast Guard YARD project orders in support of projects.
 - (7) Participate in cutter class CCBs.
 - (8) Manage the Preventative Maintenance System (HM&E) and the Planned Maintenance System (Ordnance).
 - (9) Develop and submit for approval branch Project Plans. Execute the approved Planned Obligation Program (POP).
 - (10) Prepare and review instructions and manuals for Navy-owned ordnance support program.
 - (11) Prepare and review Damage Control instructions and manuals.
 - (12) Manage, coordinate and oversee the reimbursable funding provided for ordnance support by the U.S. Navy.
- c. Provide miscellaneous naval engineering services that relate to ordnance and multi-class equipment. (e.g. congressional inquiries, Beneficial Suggestions, RPs/RCPs, PMPs, OFCOs, Planning Proposals, decision memos, etc.)
 - d. Manage chemical, biological, radiological (CBR) equipment and material including RADIAC material.
 - e. Develop support manager input to the Force Manager for the FT and GM ratings.

RESOURCES BRANCH (G-ENE-3)

1. Under the direction and supervision of the Chief, Naval Engineering Division, the Chief, Resources Branch shall:
 - a. Develop, and coordinate preparation of, review for programmatic compliance, and submit for approval and promulgation technical, maintenance and design philosophy and standards for cutters and standard boats. [new G-SNE-1 1.a]
 - b. Review for programmatic compliance all ordnance, maintenance, and damage control instructions and manuals. This shall include revisions to existing publications and promulgation of new/manuals/instructions. [delete]
 - c. Maintain configuration control SCAMP software and all future computer software applications developed to support Naval Engineering programs. [delete]
 - d. Act as Force Manager for DC, EM, and MK ratings. Responsible for coordinating human resource demand with Facility and Program Managers to determine qualification and health of the DC, EM and MK force structures. [new G-SRF 1.c]
 - e. Manage Naval Engineering officer resources. Coordinate with Facility and Program Managers to determine qualifications and health of the force structure. Prepare program input to O-5 Assignment Panel and PCS Slate for O-4 and below. [new G-SNE-1 1.b (amended)]
 - f. Supervise the Marine Engineering postgraduate (PG), Naval Engineering Technology (NET), student engineering and Naval Engineering training programs. Coordinate efforts with the Office of Personnel and Training to achieve cost-effective training. Review and approve changes to, and new naval engineering resident training and correspondence course curricula. [new G-SRF 1.f]
 - g. Develop input on logistics support issues for cutters and standard boats. [delete]
 - h. Review and recommend changes to Coast Guard Logistics Support Mobilization plan (LSMP), Readiness Planning Manual and other readiness/mobilization documents to insure consistency with existing Naval Engineering policies, procedures and capabilities. [delete]
 - i. Administer and coordinate the Planning, Programming, Budgeting and Evaluation System (PPBES) for the Naval Engineering Program. [new G-SRM 1.a]
 - j. Provide financial planning and financial management for the Division, including coordinating, preparing and updating required, external, financial management data such as planned apportionments, obligations and outlays. [new G-SNE-1 1.c (amended)]
 - k. Maintain a system of timely financial records by programs which document transactions, plans, current pending expenses, program surplus/deficit end-cost status, and other information necessary to manage program development and execution. [new G-SRM 1.i]

- l. Prepare recommendations for annual Office of Engineering, Logistics and Development AC&I billet requirements. Prepare AC&I personnel and administrative support resource requirement RCPs. [new G-SNE-1 1.d (amended)]
- m. Serve as the Program Officer for the Coast Guard Yard. [new G-SNE-1 1.e (amended)]
- n. Supervise and coordinate all Division administrative logistics including operation of a central mail and file system and records management program. [delete]
- o. Manage cost estimating services for cutter and boat construction and maintenance. [delete]
- p. Be a member of all cutter and boat alteration, design and policy review boards. Maintain the division file of policy board minutes. [delete]
- q. Maintains a technical library of information, calculations, and drawings. Issue amendments to technical publications. [new ELC]
- r. Provide centralized automatic data processing support for the Naval Engineering Division by generating data bases, forms, and reports intended to assist in the functions of the program. [delete]
- s. Provide a system for evaluating the performance of the Naval Engineering Program. [new G-SNE-1 1.f (amended)]
- t. Provide miscellaneous services that relate to the naval engineering program's fiscal and administrative matters. (e.g. congressional inquiries, Beneficial Suggestions, RPs/RCPs, PWPs, PWPs, OFCOs, Planning Proposals, decision memos, etc). [delete]
- u. Develop and submit for approval branch Project Plans. Execute the approved Planned Obligation Program (POP). [delete]

**TECHNICAL BRANCH
(G-ENE-5)**

[Delete entire section ... functions move to ELC]

1. Under the direction and supervision of the Chief, Naval Engineering Division, the Chief, Technical Branch shall: provide engineering services including performing calculations, preparing drawings and specifications in sufficient detail to support cutter and standard boat alterations, and describing the scope of work for new construction and major conversions of cutters and standard boats; and specifically perform the following functions:
 - a. Prepare and review feasibility studies, conceptual, preliminary and contract designs and specifications for fleet-wide programs.
 - (1) Prepare and review plans, designs and specifications for new constructions.
 - (2) Prepare and review plans, designs, and specifications for the repair and alteration of structural, electrical, and machinery systems on Coast Guard cutters and standard boats.
 - b. Prepare design standards for Coast Guard cutters and standard boats for approval by the Chief of Naval Engineering.
 - c. Conduct special studies relative to new or improved naval engineering designs or methods that have possible Coast Guard use. Evaluate developments from industry (unsolicited proposals, technical papers and periodicals.). Evaluate and prototype engineering products and designs.
 - d. Be a member of all cutter and boat alteration, design and policy review boards. Maintains the division file of Design Review Board minutes.
 - e. Provide members for contract Technical Evaluation Teams. Provide technical input to Contract Review Boards and Source Evaluation Boards. Participate in the negotiation of contracts for the design and specification preparation for construction, installation, repair, maintenance and alteration of cutters and standard boats.
 - f. Provide naval engineering technical information, guidance and direction to the Maintenance and Logistics Commands, Coast Guard Areas, Headquarters elements, other governmental elements and public interests as applicable.
 - g. Maintain fleet Damage Control Books and Diagrams and Stability Booklets and associated software/hardware.
 - h. Manage the Computer Aided Drafting (CAD) system. Coordinate with MLCs, RIOs, PROs, and YARD.
 - i. Provide miscellaneous naval engineering technical services that relate to cutters and standard boats and their HM&E systems. (e.g. congressional inquiries, Idea Express, RPs/RCPs, PMPs, OFCOs, Planning Proposals, decision memos, etc.).

**LOGISTICS MANAGEMENT DIVISION
(G-ELM)**

1. Under the general direction and supervision of the Chief, Office of Engineering, Logistics and Development, the Chief, Logistics Management Division shall:

a. Establish policy for and conduct oversight and review of the Coast Guard logistics process. [new G-SL 1.a]

b. Direct the supply system for the Coast Guard, embracing the functions of provisioning, item identification, cataloging, allowances, storage, distribution, transportation of freight, control of repairable materials, training of personnel and utilization of DoD military standard systems. [new G-SL 1.b]

c. Develop and promulgate policy and plans, establish objectives and standards, prescribe systems and procedures, and conduct supply support program compliance reviews. [new G-SL 1.c][new Compliance reviews to ELC]

d. Implement the provisions of the Federal Property Management Regulations (FPMR) and DoT/DoD directives as they apply to the Coast Guard supply support program. Coordinate Coast Guard requests for deviation to these regulations. [new G-CFM]

e. Direct the overall Coast Guard Supply Fund management program, encompassing policy and procedures, budgeting and oversight., Coordinate with the Financial Management Division [G-CFM] as appropriate. [new G-SR 1.i]

f. Assign responsibilities for inventory management of specific categories of materials to Inventory Control Points. [Uniform Supply Operations Manual]

g. Provide for the oversight and review of supply management operations at wholesale, retail and unit levels. [new G-SL 1.d]

h. Evaluate effectiveness of the supply system in terms of meeting the needs of Coast Guard operating units and assessing capability to meet long range objectives. [new G-SL 1.e]

i. Provide policy and guidance relative to negotiations and maintenance of interservice support agreements. Negotiate support agreements with the Department of Defense and its agencies when such support has system wide application. [new G-SL 1.f]

j. Maintain liaison and conduct business pertaining to Coast Guard supply matters with the Department of Transportation, Department of Defense, General Services Administration and other governing agencies. [new G-SL 1.g]

k. Provide program guidance training, and career development for the storekeeper rating and the Chief Warrant Officer (Finance and Supply) speciality. [new G-SRF 1.c]

**PUBLICATIONS STAFF
(G-ELM-S/1)**

1. Under the direction and supervision of the Chief, Logistics Management Division, the Chief, Publications Staff shall:

a. Develop policy and procedures for the design, use and distribution of Government logistics and supply publications, including: [new G-SLP 1.m]

(1) Design and maintain the framework for Coast Guard logistics publications and ensure related publications are consistent and not duplicative.

(2) Monitor the distribution effectiveness of Coast Guard and DoD logistics publications and take corrective action, as necessary.

(3) Develop and maintain a long-range logistics publication plan to guide the publication efforts of all logistics elements.

(4) Review and implement, as appropriate, opportunities to automate and electronically link logistics publications.

(5) Develop and maintain guidelines for updates, clearances, standard distributions, and promulgation authority levels.

b. Manage the development, structure and maintenance of the various logistics and supply manuals and directives of the Logistics Management Division. Determine the best method for providing logistics guidance to the field and establish methods for testing the effectiveness and use. Schedule, coordinate, and track publications and directives to maintain deadlines. [Delete]

c. When outside contractor assistance is required, serve as the contracting Officer's Technical Representative (COTR) for logistics publications. This includes preparing statements of work and task orders and directing the contractor's efforts in development, workload, and training analysis, life cycle management plans, and system implementation. [new G-SLP 1.n]

d. Working directly with the staff of Chief, Office of Engineering, Logistics and Development, act as editor and publisher of the quarterly Engineers Digest. [new G-SRP 1.i]

e. Produce smooth publications, directives, reports, letters, memoranda, messages, etc. and provide reproduction, graphics, recording (e.g. meeting minutes), and other miscellaneous clerical services in support of the Division and its branches. [Delete]

**PROGRAM EVALUATION BRANCH
(G-ELM-1)**

1. Under the direction and supervision of the Chief, Logistics Management Division, the Chief, Program Evaluation Branch shall:

- a.** Develop measures of efficiency and effectiveness for all logistics programs based upon existing policies and procedures. Publish reporting systems necessary for evaluating the logistics process. [new G-SLP 1.d]
- b.** Conduct logistics management policy and procedure compliance reviews. Recommend policy and procedural changes to the Logistics Policy Branch. [new ELC]
- c.** Identify sources of data necessary to measure and evaluate effectiveness of the various supply related functions. [new G-SLP 1.d]
- d.** Provide the policy and integration standards necessary for the automation of supply management data. [new G-SLS 1.f]
- e.** Conduct supply policy and procedure compliance reviews. Recommend policy and procedural changes to the Supply Policy Branch. [new ELC]
- f.** Identify system changes or deficiencies requiring training of supply personnel. [new G-SRF 1.g]
- g.** Negotiate supply support agreements with the Department of Defense, its agencies and military services, and other Government agencies when such support has system-wide application. [new G-SLP 1.g]
- h.** Act as the Force Manager for the SK rating. Provide program guidance, training and career development for the Storekeeper rating and the Chief Warrant Officer (Finance and Supply) speciality. [new G-SRF 1.c]
- j.** Develop and publish the policies and procedures for the use and management of the Coast Guard Supply Fund. Coordinate with the financial Management Division [new G-CFM] as appropriate. [new G-SRM 1.i]
- k.** Administer and manage the Supply Fund. This encompasses: [new G-SRM 1.m]
 - (1)** Formulating and presenting the Supply Fund budget;
 - (2)** Monitoring the Supply Fund cash flow from the U.S. Treasury;
 - (3)** Managing Supply Account 83 (Operations and Maintenance) and Supply Account 85 (Fuel); and
 - (4)** Receiving inputs of management data from G-P for Supply Account 81 (Clothing) and Supply Account 82 (Subsistence).

**POLICY BRANCH
(G-ELM-2)**

1. Under the direction and supervision of the Chief, Logistics Management Division, the Chief, Policy Branch shall:

a. Develop and publish the policies and procedures for the introduction of items into the Coast Guard Supply System. This encompasses:

(1) Provisioning for system stock; (2) Supply support requests to other Government agencies; (3) Participation in the Federal Catalog System. [new G-SLP 1.a]

b. Develop and publish the policies and procedures for the documentation and maintenance of operating unit allowances. This encompasses:

(1) The criteria for the establishment of unit allowances; (2) Initial provisioning of allowance items; (3) Management of unit allowances; and (4) Configuration status accounting. [new G-SLP 1.a]

c. Develop and publish the policies and procedures for the management of Coast Guard wholesale, retail and unit inventories. This encompasses: [new G-SLP 1.a]

(1) The establishment of uniform Inventory Control Point standards of operation;

(2) The establishment of standards for the management of all levels of inventory, and

(3) The management of project material.

d. Develop and publish the policies and procedures for a Coast Guard requisitioning system. [new G-SLP 1.a]

e. Develop and publish policy and procedures for the storage and distribution of Coast Guard supplies and material. [new G-SLP 1.a]

f. Develop and publish policy and procedures for the transportation of freight. [new G-SLP 1.a]

g. Develop and publish policy and guidance relative to negotiations and maintenance of inter-service support agreements for logistics issues. [new G-SLP 1.a]

h. Develop and publish policy for the Coast Guard's Centralized Shipboard Supply (CSS) program. [new ELC]

i. Develop and publish policy and guidance relative to the Configuration Management (CM) system. [new G-SLS 1.d(7)]

j. Assist the Program Evaluation Branch in conducting supply policy and procedure compliance reviews by assigning compliance reviewers. [new ELC]

k. Represent the Coast Guard in the following areas to ensure the capability to integrate, thereby achieving the maximum benefit of DoD and other government agency supply systems: [new G-SLP 1.h]

(1) Defense Integrated Data (DIDS) System;

(2) DoD Military Standard Transaction Reporting and Accounting endures (MILSTRAP) committee;

(3) DoD Military STandard Requisitioning and Issue Procedures (MILSTRIP) committee;

(4) Defense Activity Address System (DAAS) and the DoD Activity Address Code (DODAAC) systems; and

(5) Defense Retail Inter-service Support (DRIS) program.

I. Manage the Coast Guard Requisitioning System, including:

(1) System manager for the Automated Requisitioning Management System (ARMS); and [new G-SLS 1.d(1)]

(2) The identification, acquisition and distribution of the applicable supply source publications required by the operating units. [Obsolete]

m. Assign to Inventory Control Points the responsibilities for management of Federal Supply Classes and other special categories of material. [new G-SLP 1.a]

n. Maintain appropriate supply policy and procedural manuals. [new G-SLP 1.a]

o. Define the Coast Guard logistics system including the establishment of objectives and standards. [new G-SLP 1.a]

p. Develop and promulgate policy and procedures for the integration of the following logistics support elements: [new G-SLP 1.b]

(1) Maintenance planning; (2) Manpower and personnel planning; (3) Supply support; (4) Support and test equipment; (5) Training; (6) Technical data; (7) Computer resources; (8) Packaging, handling, and storage; (9) Transportation and transportability; and (10) Facilities.

q. Review policies developed by other offices concerning any of the elements of the logistics system, listed above, and ensure they are consistent with one another and with the philosophy of integrated logistics management. [new G-SLP 1.c]

r. Conduct studies related to the improvement of the logistic system. [new G-SLP 1.i]

s. Develop and maintain a model for analyzing the total life cycle cost of Coast Guard systems, incorporating all logistics elements. [new G-SLP 1.a]

t. Establish and maintain close liaison with the Navy, Army, Air Force, Marine Corps, Joint Staffs, other Federal agencies and the private industrial logistics community in connection with logistics matters of mutual interest. This includes representing the Coast Guard on the Joint Chiefs of Staff sponsored Joint Logistics Board (0-6 level) and the Council of Logistics Directors (flag level). [new G-SLP 1.j]

u. Represent the Coast Guard within the DoD mobilization planning structure for logistics issues. [new G-SLP 1.k]

v. Formulate and publish policies, procedures and standards for planning logistics support under contingency and wartime conditions. [new G-SLP 1.k(1)]

w. Develop mobilization and contingency plans pertaining to supply processes. [new G-SLP 1.k(2)]

x. Formulate and publish policies, procedures and standards for the Coast Guard's metrication program. [new G-SLP 1.l]

**INFORMATION RESOURCES MANAGEMENT BRANCH
(G-ELM-4)**

1. Under the direction and supervision of the Chief, Logistics Management Division, the Chief, Information Resources Management Branch shall:
 - a. Supervise the operation of the Office of Engineering, Logistics and Development's computer center, including: ~~[delete...function to DT for HQ]~~
 - (1) Provide ADP support for the office.
 - (2) Administer the operation of the office's central computer and perform system manager functions, including: installing system hardware and software to maintain operational reliability, implement software updates, prepare and file application documentation, schedule and perform routine backups and establish and maintain a technical library for installed hardware and software.
 - (3) Coordinate preparation of all required ADP hardware/ software reports and lease renewals for the office and plan for and obtain additional ADP hardware/ software as necessary to satisfy the needs of the office.
 - (4) Provide assistance and support to all users of the office computer, as necessary.
 - b. Develop and maintain the necessary information management tools and processes to fully integrate and automate the Coast Guard logistics system, including initial automation of the supply system, design and automation of configuration management processes and data, establishment of electronic interfaces amongst the Coast Guard elements of logistics and with the necessary DoD and industry support networks, and automation of publications and technical data. Develop statements of work (SOW's) for the acquisition of IRM resources. **[new G-AFL]**
 - c. Coordinate with the Office of Command, Control and Communications, the Office of Acquisition, and other Headquarters offices and units, as necessary, to ensure proper interfaces of software, hardware, and data. ~~[delete]~~
 - d. Coordinate with logistics IRM users to ensure that the developing and installed capability fulfills their functional needs. **[new G-SLS 1.e]**
 - e. Provide management advice regarding potential changes to logistics systems to plan for and take advantage of improved IRM capabilities. **[new G-SLS 1.e]**

**CONFIGURATION MANAGEMENT BRANCH
(G-ELM-5)**

1. Under the direction and supervision of the Chief, Logistics Management Division, the Chief, Configuration Management (CM) Branch shall:
 - a. Design a CM system for designated cutters and standard boats in active service supportable by automated processes. **[Completed]**
 - b. Design, test and implement an automated CM system providing the Coast Guard with a means to perform CM. **[new G-SLS 1.a]**
 - c. Monitor and evaluate CM system performance and initiate improvements as needed. **[new G-SLS 1.d(7)]**
 - d. Oversee the design and execution of Centralized Shipboard Supply (CSS) and Implementation and mandatory allowances. **[new G-SLS 1.b]**
 - e. Monitor and evaluate CSS on board the cutters and initiate improvements as needed. **[new G-SLS 1.c]**

RESEARCH AND DEVELOPMENT STAFF (G-ER)

1. Under the general direction and supervision of the Chief, Office of Engineering and Development, the Chief, Research and Development Staff shall:
 - a. Direct, formulate, develop and coordinate a program of research, development, test and evaluation responsive to the Coast Guard's long range objectives; the requirements of program and support managers; the physical and sociological environment; the technological opportunities for new or improved systems, equipment, methods, and procedures. [new G-SIR 1.c]
 - b. Inform and assist program and support managers, Chief of Staff divisions, and area/district staffs in identifying existing or potential problems that can be remedied through research and development project plans to assure Coast Guard R&D needs are met and assure successful hand-off of R&D products. Establish and maintain close liaison with other Department of Transportation administrations, the Department of Defense, and other public and private organizations to identify beneficial opportunities for joint research and development, and to avoid duplication. In research and development matters, represent the Coast Guard (or Department of Transportation, as directed) in dealings with other government or private organizations, both domestic and foreign. [new G-SIR 1.f,g]
 - c. Administer all planning, programming and budgeting functions for Research, Development, Test and Evaluation appropriation. Secure resources for and administratively support Coast Guard research and development facilities, principally the Research and Development Center. Furnish preliminary budget estimates and apportionment recommendations to the Chief of Staff. Process all funds transfers and reprogrammings. Prepare financial reports required by the Office of Management and Budget (OMB), National Science Foundation (NSF), Research and Development Coordinating Council and others. [new G-SIR 1.d,i][new G-SRF 1.a]

**PLANNING BRANCH
(G-ER-1)**

1. Under the direction and supervision of the Chief, Research and Development Staff, the Chief, Planning Branch shall:
 - a. Administer all planning, programming, and budgeting functions for the Research, Development, Test and Evaluation appropriation. [new G-SIR 1.c]
 - b. Secure resources for and administratively support Coast Guard research and development facilities, principally the Research and Development Center. [new G-SIR 1.i]
 - c. Furnish preliminary budget estimates and apportionment recommendations to the Chief of Staff. [new G-SIR 1.d]
 - d. Process all funds transfers and reprogrammings. [new G-SRF 1.g]
 - e. Prepare financial reports required by the Office of Management and Budget, National Science Foundation, Research and Development Coordinating Council, and others. [new G-SRF 1.g]

**COORDINATION BRANCH
(G-ER-2)**

1. Under the direction and supervision of the Chief, Research and Development Staff, the Chief, Coordination Branch shall:
 - a. Direct, formulate, develop and coordinate a program of research, development, test and evaluation responsive to the Coast Guard's long range objectives; the requirements of program and support managers; the physical and sociological environment; the technological opportunities for new or improved systems, equipment, methods and procedures. [new G-SIR 1.c]
 - b. Inform and assist program and support managers, Chief of Staff divisions, and area/district staffs in identifying existing or potential problems that can be remedied through research and development. [new G-SIR 1.f]
 - c. Develop feasible and responsive research and development project plans to assure Coast Guard R&D needs are met and to assure successful hand-off of R&D products. [new G-SIR 1.c]
 - d. Establish and maintain close liaison with other Department of Transportation agencies, the Department of Defense, and other public and private organizations to identify beneficial opportunities for joint research and development, and to avoid duplication. [new G-SIR 1.g]
 - e. Represent the Coast Guard (or Department of Transportation, as directed) in dealings with other government or private agencies, both domestic and foreign, in research and development matters. [new G-SIR 1.h]

PART II

(G-T...OLD MAPPED TO NEW)

OFFICE OF COMMAND, CONTROL AND COMMUNICATIONS

FUNCTIONAL STATEMENTS

**OFFICE OF COMMAND, CONTROL, AND COMMUNICATIONS
(G-T)**

1. **Mission.** To provide command, control, communications and information systems in support of Coast Guard missions. [new G-SC 1. (amended)]
2. **Functions.** Under the general direction and supervision of the Commandant, the Vice Commandant, and the Chief of Staff, the Chief, Office of Command, Control and Communications shall: [new G-SC (amended)]
 - a. As senior Information Resource Management official for the Coast Guard, implement Coast Guard-wide information policies, principles, standards, and guidelines with respect to information collection, paperwork reduction, directives and records management, postal management, privacy and security of records, decision support activities, sharing and dissemination of information, acquisition and use of information and acquisition and use of information technology. [new G-S 2.o (amended)]
 - b. Review requirements for, provide policy guidance to, and be the support director for the Coast Guard telecommunications system, automated information systems and electronics engineering systems. [new G-SC 2.a]
 - c. Operate the Headquarters Communications Center, National Response Center and Flag Plot. [delete - previously moved to G-O]
 - d. Provide information systems support to fulfill management and operational requirements for Coast Guard operating and support programs. [new G-SC 2.q]
 - e. Exercise technical control over assigned Headquarters units. [new G-SC 2.m]
 - f. Conduct mobilization planning for telecommunications and information systems. [new G-SC 2.q]
 - g. Provide guidance to achieve maximum effectiveness and efficiency of information technology, telecommunications and electronics support towards better administration in Area offices, maintenance and logistics commands, district offices and Headquarters units. [new G-SC 2.b (amended)]
 - h. Participate, as necessary, in the test, evaluation, operational deployment and demonstration of research and development projects. [new G-SC 2.f]
 - i. Develop a comprehensive information technology and telecommunications plan; promulgate policies for the control and application of the plan; provide direction and leadership in implementing the plan. [new SI 1.a (amended)]
 - j. Establish and maintain liaison with governmental and private agencies in connection with telecommunications, radio assignments, information technology and electronics matters. [new G-SC 2.h]
 - k. Develop and administer a comprehensive standards program. [new G-S 2.o (amended)]
 - l. When or where applicable, coordinate with departmental offices where matters of telecommunications policy is concerned. [new G-SC 2.j]

- m. Provide policy guidance for standardization of command and operations centers.
[delete]
- n. Plan and sponsor RDT&E efforts to provide cost effective command, control and communications systems (C³) for the future. [new G-SC 2.k]
- o. Be responsible for the technical cognizance of C³ logistics planning and execution.
[new G-SC 2.l]

**PLANNING AND PROGRAMMING STAFF
(G-TP)**

1. Under the general direction and supervision of the Chief, Office of Command, Control and Communications, the Chief, Planning and Programming Staff shall:
 - a. Coordinate and manage planning, programming and budgeting documentation/activities for all GAT programs in accordance with the PPBES. [new G-SRP 1.a (amended)]
 - b. Monitor the use of GAT resources (funds, people, G-T sponsored units) and review major contracts and proposals for the purpose of identifying and initiating measures to maximize their efficient utilization in pursuing office-wide goals and objectives. [new G-SR 1.e (amended)]
 - c. Serve as the principal advisor to the Chief, Office of Command, Control and Communications, for all matters and questions relating to budget formulation and execution, financial and cash planning, obligations authority and program/project resource allocations as well as Departmental, Interagency, OMB and Congressional directives for funds/resources management. [new G-SR 1.d (amended)]
 - d. Coordinate the development of the Program Description and Forecast Plan for the Office of Command, Control and Communications. Ensure the adequate reflection of PPBES activity from related but external programs in all resulting analyses, summaries and recommendations. [new G-SR 1.b (amended)]
 - e. Act as Force Manager for GAT speciality officers, civilian employees, Regional Systems Managers and the ET, RM and TT enlisted rates. Coordinate their assignments and prepare recommendations regarding personnel actions in the program. [new G-SRF 1.a (amended)]
 - f. Manage the GAT program for human resource developments, including graduate and special training programs. Provide guidance for the formulation of Class A and C school curricula. [new G-SRF 1.f (amended)]
 - g. Supervise and manage the annual office-wide allotments and expenditures of all office controlled AFC 30, AFC 42, USN support funding and AC&I resources. Provide acquisition expertise to GAT divisions. [new G-SRM 1.g (amended)]
 - h. Supervise and coordinate the allocation of office space, civilian personnel administration and other matters involving more than one division or program, as directed. [delete]
 - i. Develop, administer and maintain the Total Quality Management Program for the Office of Command, Control and Communications. [new G-SRP 1.m (amended)]
 - j. Manage all Allotment Fund Code 42 (AFC-42) financial resources, under the policy guidance and within the funding level provided by the Operating Expenses Appropriation Manager. This includes the establishment and execution of annual financial plans, liaison with field users of AFC-42 funds, allocation of funds and approval of financial plan modifications affecting AFC-42. [new G-SRM 1.a (amended)]

**PLANNING BRANCH
(G-TP-1)**

1. Under the direction and supervision of the Chief, Planning and Programming Staff, the Chief, Planning Branch shall:
 - a. Coordinate the GAT budget build process for the Office of Command, Control and Communications as defined by the Planning Programming Budgeting Evaluation System (PPBES) and the support systems including: G-T issues, Determinations, RP's, RCP's, Opstage RCP's, OST and OMB Stage, OMB and Congressional Hearings, and Planning Factors. Liaison with CFM, CBU, CPA and CPP on budget build issues. [new G-SRM 1.a (amended)]
 - b. Chair the G-T planning council for purposes of coordinating and prioritizing program wide requirements with respect to available resources. Employ and use quantitative models for supporting final guidance to the Office Chief. [new G-SRP 1.d (amended)]
 - c. Coordinate the preparation of responses for the Office Chief to internal reviews/assessments and external audits/data calls (e.g., A-123, 2½ minute briefs, Commandant Key Issues, IG inspections etc.) from Coast Guard program managers, DoT, DoT-IG and other government agencies (e.g., GAO, OMB and GSA). [new G-SRP 1.e (amended)]
 - d. Perform long range strategic planning for the GAT programs. Coordinate the development of the Program Description and related planning documents. Provide the structure to develop and administer program initiatives. Administer the procedures to monitor and evaluate program performance. [new G-SRP 1.f (amended)]
 - e. Monitor initiatives presented to Congress by DoD and other Departments or agencies having operational support relationships with the Coast Guard for the purpose of identifying resource and programmatic impacts upon the program operations. [new G-SRP 1.g (amended)]
 - f. Develop, administer and maintain the Total Quality Management Program for the Office of Command, Control and Communications. [new G-SRF 1.m (amended)]
 - g. Maintain a computer-based management information/decision support system for the use of the office in budget resource management. [new G-SRM 1.i (amended)]

HUMAN RESOURCES MANAGEMENT BRANCH (G-TP-2)

1. Under the direction and supervision of the Chief, Planning and Programming Staff, the Chief, Human Resource Management Branch shall:
 - a. Identify, evaluate and analyze all personnel (billet structure and people) requirements necessary to sustain worldwide Coast Guard C³ support at the desired levels of service and/or reliability. [new SRF 1.a (amended)]
 - b. Coordinate and contribute to the planning and execution of the GAT program for human resources development. [new SRF 1.b (amended)]
 - c. Coordinate GAT officer-specialty assignments and prepare recommendations regarding personnel actions involving the GAT program. [new SRF 1.d (amended)]
 - d. Maintain liaison with other program managers and identify billets/positions requiring information technology (electronics, telecommunications, automated data processing) expertise. Review personnel allowance list changes for impact on the GAT program and Coast Guard wide C³ personnel specialty areas. [new SRF 1.e (amended)]
 - e. Analyze GAT post graduate and continuing (refresher) education, and special training needs. Develop the office's selection criteria for, and allocation of training billets to, C³ skill categories. Act as the primary point of contact with the office for C³ career information and education/training guidance. Review C³ student academic records, monitor course performance, and provide advice/recommendations concerning such matters as course/curriculum selection, thesis topic and application. [new SRF 1.f (amended)]
 - f. Maintain liaison with the Office of Personnel and Training and Coast Guard training commands, and provide advice regarding curricula and course content involving GAT program subject areas. [new SRF 1.g (amended)]
 - g. Define requirements for and monitor the content and general development of Class A, B and C training programs and the overall C³ technical skill levels resident in the Coast Guard; prepare recommendations for training program changes to better meet service needs. [new SRF 1.g (amended)]
 - h. Monitor and prepare recommendations concerning modifications to the rate structure and professional rating requirements and the development of career paths in the GAT program for enlisted personnel. [new SRF 1.h (amended)]
 - i. In association with the Office of Personnel and Training and other program managers, develop and update officer specialty codes and enlisted qualification codes, reflecting current information systems technology, for use in the identification of C³ technical skill requirements of Coast Guard billets, the technical expertise of individual members, and the matching of expertise with billet requirements in the personnel assignment process. [new SRF 1.i (amended)]
 - j. Act as the primary point of contact within the office for guidance in the preparation of technical position descriptions and career path issues associated with civilian employees within the GAT program. [new SRF 1.j (amended)]

- k. Serve as subject matter expert for the Radioman (RM), Electronics Technician (ET), Telephone Technician (TT) and Reserve Data Processing Technician (DP) ratings. [new SRF 1.c (amended)]
- l. Plan and execute the long range training requirements (Coast Guard) and training plan (Office) for personnel within the GAT program. Maintain awareness of C³ related courses offered by other Federal agencies and major educational institutions and evaluate their potential use in the GAT program by Coast Guard military and civilian personnel. [new SRF 1.l (amended)]

**BUDGET EXECUTION BRANCH
(G-TP-3)**

1. Under the direction and supervision of the Chief, Planning and Programming Staff, the Chief, Budget Execution Branch shall:
 - a. Coordinate all budgeting documentation/activity for the Coast Guard's worldwide C³ network and its support systems. [new SRM 1.b (amended)]
 - b. Review and evaluate, for budget content and impact, all externally generated policies and instructions to insure all C³ related budget policy changes are disseminated in the Office of Command, Control and Communications. [new SRM 1.c (amended)]
 - c. Serve as the principal advisor to the Chief, Office of Command, Control and Communications, for all matters and questions relating to budget execution and reconciliation, obligating authority and program/project resource allocations. [new SRM 1.d (amended)]
 - d. Manage the annual office wide allotments and expenditures of all office controlled AFC 30, AFC 42, USN support funding and AC&I resources. Identify and initiate measures to maximize their efficient utilization in pursuing office-wide goals and objectives. [new SRM 1.a (amended)]
 - e. Serve as the liaison with CFM, CBU, CPM, ACS, CAS and the Coast Guard Finance Center on current and prior year budget issues. [new SRM 1.f (amended)]
 - f. Perform GAT budget accounting and reconciliation of all office AFC 30, AFC 42 and AC&I commitments, obligations and expenditures using a host of automated tools. [new SRM 1.g (amended)]
 - g. Provide acquisition strategies, procurement methodologies and procurement tracking for the Office of Command, Control and Communication. [delete]
 - h. Chair the G-T budget working group for purposes of coordinating budget execution and responding to budget related data calls. Employ and use quantitative methods for supporting final guidance to divisions chiefs and to the Office Chief. [new SRM 1.h (amended)]
 - i. Manage and maintain the systems for G-T's budget execution. [new SRM 1.i (amended)]
 - j. Serve as liaison with the Operating Expenses Appropriation Manager staff, and for AFC-42 field users. Assist in the AFC-42 Spend Plan Review Process tracking Coast Guard-wide AFC-42 funding and expenditures, and providing actual and estimated AFC-42 spending by facility type for use in the PPBES. [new SRM 1.j (amended)]

SYSTEMS PLANNING, ARCHITECTURE AND REVIEW STAFF (G-TA)

1. Under the general direction and supervision of the Chief, Office of Command, Control and Communications, the Chief of the Systems Planning, Architecture and Review Staff shall:
 - a. Promulgate IRM policies and procedures to ensure that information resources are managed efficiently and effectively throughout the Coast Guard. [new G-SI 2.e]
 - b. Educate Coast Guard leaders in the management of information systems as a strategic resource. [new G-SIA 1.g]
 - c. Develop and maintain the Coast Guard's Strategic Information Resources Management Plan (SIRMP) which includes telecommunications, and ensure the integration of cross-functional systems. [new G-SIA 1.h]
 - d. Define and maintain a standard information technology architecture for the Coast Guard, educate users, facilitate research and development of new technology standards, represent the Commandant on high level Federal Information Processing Resources (FIPR) standards groups and facilitate compliance with standards. [new G-SIA 1.i(amended)]
 - e. Ensure compliance with appropriate Federal Government IRM policies, standards and regulations. Conduct or coordinate mandated compliance reviews. [new G-SIA 1.j]
 - f. Review information and telecommunication systems procurements, projects and existing systems to ensure benefit to the Coast Guard, efficient life-cycle management, compliance with Federal Information Resources Management Regulations (FIRMR), DoT IRM Orders and Coast Guard IRM Plans and Policies. For new procurements, provide coordination for obtaining procurement authority when external approval is required. [new G-SIA 1.k]
 - g. Maintain a consolidated plan for Coast Guard IRM projects and investments including telecommunications. Review all related budget requests for cost/benefit, ability to execute, consistency with the SIRMP and the CG information technology architecture. [new G-SIA 1.l]
 - h. Serve as Executive Secretariat for the CG Headquarters Information Resources and Telecommunications (IRM) Board. [new G-SIA 1.m]
 - i. Serve as coordinator for Coast Guard participation on the Military Communications and Electronics Board. [new G-SC 2.m]

**SYSTEMS PLANNING BRANCH
(G-TA-1)**

- 1.** Under the general direction and supervision of the Chief, Systems Planning, Architecture, and Review Staff, the Chief, Systems Planning Branch, shall:
 - a.** Promulgate policies and procedures to ensure that information resources are managed efficiently and effectively throughout the Coast Guard. [new G-SIA 1.f]
 - b.** Educate Coast Guard leaders in the management of information systems as a strategic resource. [new G-SIA 1.g]
 - c.** Develop and maintain the Coast Guard's Strategic Information Resources Management Plan (SIRMP) which includes telecommunications, and ensure the integration of cross-functional systems. [new G-SIA 1.h]
 - d.** Maintain a consolidated plan for Coast Guard IRM projects and investments including telecommunications. Review all IRM budget requests for consistency with the SIRMP and the CG information technology architecture. [new G-SIA 1.i]
 - e.** Serve as Executive Secretariat for the CG Headquarters IRM Board. [new G-SIA 1.m]

**SYSTEMS REVIEW BRANCH
(G-TA-2)**

1. Under the general direction and supervision of the Chief, Systems Planning, Architecture, and Review Staff the Chief of the Systems Review Branch shall:
 - a. Ensure compliance with appropriate Federal Government IRM policies, standards and regulations. Conduct or coordinate mandated compliance reviews. [new G-SIA 1.j]
 - b. Review information and telecommunication systems procurements, projects and existing systems to ensure benefit to the Coast Guard, efficient life cycle management, compliance with Federal Information Resources Management Regulations (FIRMR), DoT IRM Orders and Coast Guard IRM Plans and Policies. For new procurements, provide coordination for obtaining procurement authority when external approval is required. [new G-SIA 1.k]
 - c. Review all IRM budget requests for cost/benefit and ability to execute. [new G-STC 1.g (amended)]

**PROGRAM COORDINATION STAFF
(G-TC)**

1. Under the general direction and supervision of the Chief, Office of Command, Control and Communications, the Program Coordination Staff shall: ~~[delete - all]~~
 - a. Act as a "client" representative to the office, provide clients with the latest technological information, broker the office product line to meet mission requirements, and represent Office at meetings. Act as an account executive for external programs.
 - b. Perform client portfolio management which includes: unbiased business diagnosis, needs assessment, analysis of trade offs/cost vs benefits and facilitation of their business plan process.
 - c. Provide consolidation of client consortium requirements and identify opportunities for integration of cross functional systems.
 - d. Act as a General Contractor for: a client consortium, large varied systems, or when requested by client for office projects/products.

**COMPUTING TECHNOLOGY DIVISION
(G-TTC)**

1. Under the general direction and supervision of the Chief, Office of Command, Control and Communications, the Chief, Computing Technology Division, shall:
 - a. Oversee and direct the activities of all organizational elements in the Computing Technology Division, including the establishment of Coast Guard-wide policy for application software development, the review of plans, designs, and specifications for computer systems with Coast Guard-wide impact; and the control and economical use of allotted funds. [new G-STC 1.a (amended)]
 - b. Develop and maintain Coast Guard-wide IRM lifecycle standards, data standards, data dictionary and general purpose corporate data bases. Establish policies on data sharing and access criteria. [new G-STC 1.b]
 - c. Manage the Coast Guard-wide End-User Program focusing on emerging technologies, support issues and managing change. [new G-STC 1.f]
 - d. Perform hardware and software studies assessing compliance with Coast Guard standards. Review cost-benefit analyses for major IRM proposals. [new G-STC 1.c]
 - e. Establish and enforce software engineering standards. [new G-STC 1.b]
 - f. Coordinate with program managers, and establish policy for the initiation, design and development of Coast Guard-wide cross-functional systems. Provide management and technical oversight for IRM support contracts. [new G-STC 1.h, j (amended)]
 - g. Provide technical assistance and coordinate with the Systems Planning, Architecture and Review Staff to manage the Coast Guard IRM program and develop the Coast Guard IRM architecture including micro, mini and mainframe platforms. [new G-STC 1.d]
 - h. Coordinate with the Telecommunication and Information Systems Command (TISCOM), and the Electronics and Engineering Center (EECEN) to integrate data communications, systems development and maintenance, and computer platform support into a synergistic working relationship. Coordinate and review the budget planning and submission for the Computer Platforms Division at TISCOM. [new G-STC 1.i]
 - i. Sponsor major IRM acquisitions including CG standard information systems. Plan for the funding, project lifecycle and acquisition strategies to support a networked microcomputing infrastructure for the Coast Guard. [new G-STC 1.j]
 - j. Represent the Coast Guard on IRM policy and standards as interagency liaison with DOT, National Institute of Science and Technology, DOD, GSA, OMB, Congressional staffs and other government agencies as required. [new G-STC 1.m]
 - k. Participate on senior level IRM review boards and working groups chartered to address CG-wide IRM issues at the strategic and tactical level. Develop strategic plans and policy for a standard hardware and software infrastructure. [new]
 - l. Act as the program manager for assigned headquarters units. [new G-STC 1.n]

**END-USER POLICY BRANCH
(G-TTC-1)**

1. Under the general direction and supervision of the Chief, Computing Technology Division, the Chief, End-User Computing Branch shall:
 - a. As the computer management expert for the end user, identify, direct the evaluation, selection and implementation of Coast Guard-wide standard computer products. [new G-STC-1 1.a]
 - b. Investigate emerging computing technologies for their potential for fulfilling Coast Guard information and office automation requirements. [new G-STC-1 1.b]
 - c. Serve as the Coast Guard leader on management technologies such as Artificial Intelligence. [new G-STC-2 1.a]
 - d. Develop policies, procedures, requirements and configuration standards for the Coast Guard standard workstation. Evaluate and certify end user products before fielding. [new G-STC-1 1.c]
 - e. In Coast Guard headquarters, provide consultation to program managers developing end-user or departmental productivity applications for approved CG standard hardware, software and systems. [new G-STC-1 1.d]
 - f. Coordinate and provide technical support to the Systems Planning, Architecture and Review Staff in the business management of Coast Guard-wide IRM. [new G-STC-2 1.b]
 - g. Provide program management and policy for standard workstation office automation software and systems throughout the Coast Guard. Coordinate Program Manager sponsorship for software programs written by CG personnel determined to be of value to multiple units. [new G-STC-1 1.e]
 - h. Maintain awareness of end-user functions and requirements through site visits, workshops and electronic bulletin boards. [new G-STC-1 1.f]

**SYSTEMS INTEGRATION BRANCH
(G-TTC-2)**

1. Under the general direction and supervision of the Chief, Computing Technology Division, the Chief, Systems Integration Branch shall:
 - a. Facilitate IRM activities and set policy relating to the initiation, design, development, testing, improvement, acquisition/procurement, installation, evaluation and support of Coast Guard computer system hardware and software. The primary systems focus for this branch is major (large), cross-functional systems, processing on multiple hardware platforms and requiring almost daily interaction with program managers. Direct the review of plans, design change specifications, and requests for mainframe software changes. [new G-STC-2 1.a]
 - b. Facilitate the development and integration of Coast Guard-wide cross-functional systems. Chair working groups of functional users to identify information requirements that cross organizational and functional boundaries. [new G-STC-2 1.b]
 - c. Assist Program Coordinators and program managers in long-range Coast Guard IRM planning. [new G-STC-2 1.l]
 - d. Prepare planning documents including draft and final PPBES submissions, Acquisition Support Plans (ASPs), and relevant ADP planning documents. [new G-STC-2 1.k]
 - e. Monitor and coordinate Coast Guard research and development activities involving major, cross-functional computer system development initiatives. [new G-STC-2 1.c]
 - f. Provide assistance in designing training programs for major, cross-functional system products for mainframe, mini and micro computers. [new G-STC-1 1.k]
 - g. Represent the Coast Guard on IRM policy for systems development; act as liaison with DOT, NIST, DOD, GSA, OMB, Congressional staffs and other government agencies as required. Ensure that all areas of the life cycle for major systems design/acquisition are compatible with IRM requirements and guidelines established by applicable authority including the USCG, DOT, GSA, OMB and Congress. [new G-STC-2 1.d]
 - h. Serve as the CG leader on mainframe computer based management technologies, and serve as a member of the Transportation Computer Center (TCC) Board of Directors. [new G-STC-2 1.e]
 - i. Serve as COTRs to manage IRM support contracts which encompass all phases of the software life cycle for major systems. Serve as the CG COTR for the AFCAC 300 Supermini computer contract; liaison with the Navy Contracting Officer. [new G-STC-2 1.f]
 - j. Coordinate with TISCOM and EECEN to develop Coast Guard-wide policy for standard microcomputer technology. Coordinate with OSC to develop Coast Guard-wide policy for standard minicomputer technology. [new G-STC-2 1.g]

**DATA ADMINISTRATION and IRM STANDARDS BRANCH
(G-TTC-3)**

1. Under the direction and supervision of the Chief, Computing Technology Division, the Data Administration and IRM Standards Branch shall:
 - a. Manage the Coast Guard Data Administration Program including the development of policy for data resource management and the creation and enforcement of data standards. [new G-SI-1 1.i (amended)]
 - b. Develop, implement, and support the corporate level data dictionary/repository to serve as the foundation for the development of Coast Guard-wide cross-functional application systems. Provide policy to direct the use of data dictionaries in functional areas. [new G-SI-1 1.i (amended)]
 - c. Establish and chair the Data Administration Review Group, comprised of CG program representatives, to arbitrate issues of standard data element name, content and format as well as data ownership, redundancy, access and security. [new G-SI-1 1.i (amended)]
 - d. Manage the development and implementation of a corporate level database to support CG managerial information needs (personnel/budget resource allocation, program effectiveness, etc.). [new G-SI-1 1.j & G-STC-2 1.i (amended)]
 - e. Manage business area analyses and data modeling to support data management at the MLC and district level. Manage the development of integrated databases identified through business area analyses at these sites. [new G-SI-1 1.k (amended)]
 - f. Provide guidance on the selection and use of relational database management systems to meet centralized and/or distributed processing needs. [new G-STC-2 1.i (amended)]
 - g. Integrate data models from the various functional areas to support a Coast Guard-wide enterprise data model necessary for effective data management. [new G-SI-1 1.k (amended)]
 - h. Ensure that all areas of data resource management and ADP lifecycle management are compatible with IRM requirements and guidelines established by applicable authority including CG, DOT, GSA and OMB. [new G-SI-1 1.i (amended)]
 - i. Manage the Coast Guard-wide IRM standards program, including the development of policy for IRM lifecycle standards and project management standards. [new G-SI-1 1.i (amended)]
 - j. Represent the Coast Guard on IRM policy for data and life-cycle development standards; act as liaison with DOT, NIST, DOD, GSA, OMB, Congressional staffs and other government agencies as required. [new G-SI-1 1.i (amended)]

**ELECTRONICS SYSTEMS DIVISION
(G-TES)**

1. Under the direction and supervision of the Chief, Office of Command, Control and Communications, the Chief of the Electronics Systems Division shall:
 - a. Manage Coast Guard activity relating to identification and maintenance of electronics equipment installed on Coast Guard vessels or at shore facilities. Initiate actions where equipment reliability or maintainability improvements are needed. [new G-SES 1.a. (amended)]
 - b. Manage Coast Guard activity in areas involving formalized configuration management of equipment, systems, vessel platforms and shore facilities where the equipment is installed. [new G-SES 1.b. (amended)]
 - c. Manage the maintenance of Coast Guard operated, Navy owned electronics equipment (less avionics). Maintain contact with the U.S. Navy to obtain Navy electronics equipment, spare parts and maintenance funds for Navy owned equipment on Coast Guard vessels. [new G-SES 1.c. (amended)]
 - d. Maintain liaison with Coast Guard logistics and management activities concerning electronics support matters. Perform all functions of System Management Engineering and Equipment Management for all supported electronics equipment. [new G-SES 1.d. (amended)]
 - e. Coordinate all Servicewide electronics maintenance contracts. [new ELC with input and coordination from G-SES 1.o.]
 - f. Coordinate depot level repair services for electronics equipment modules. [new G-SES 1.f. (amended)]
 - g. Provide technical guidance to field commands for supported electronics equipment and provide input into training program for Electronics Technicians (ETs). [new G-SES 1.g. (amended)]
 - h. Manage projects for electronics systems on Coast Guard vessels except for communication equipments, ordnance, computers or engine room electronics. [new G-SES 1.h. (amended)]
 - i. Assist project managers with (level III or above AC&I projects) or manage (level IV or below) projects for unique Coast Guard systems including Loran-C, Vessel Traffic Service (VTS) systems, radiobeacons, short range aids-to-navigation, differential GPS, and direction finding systems. [new G-SES 1.i. (amended)]
 - j. Manage level IV or below acquisition projects (AC&I or OE) throughout the project life-cycle beginning with a formal requirements validation and preparation of an Integrated Logistics Support Plan (ILSP). Perform configuration management using formal engineering change control and critical reviews. [new G-SES 1.j. (amended)]
 - k. Manage activities throughout all the project phases. Activities include conducting electromagnetic compatibility analysis and antenna configuration design, ensuring maintainability, addressing spare parts and maintenance philosophy, resolving CG-wide personnel impact, assisting with training program development and ensuring recurring funding and marketing project status and success. [new G-SES 1.k. (amended)]

- l.** Monitor Coast Guard research and development activities involving electronics systems. [new G-SES 1.l.]
- m.** Provide technical advice within the Coast Guard, and to domestic agencies and foreign governments regarding supported and custom electronics systems. [new G-SES 1.m.]
- n.** Provide policy direction, as needed, to Area, District, and MLC Commanders for the operation, administration and inspection of Coast Guard ship and shore (selected units with a radio navigation mission) electronics systems. [new G-SES 1.n.]
- o.** Serve as Headquarters coordinator for the Coast Guard COMDAC Support Facility. [new G-SES 1.e. (amended)]

**SPECIAL PROJECTS BRANCH
(G-TES-1)**

1. Under the general direction and supervision of the Chief, Electronics Systems Division (G-TES), the Chief of the Special Projects Branch shall:
 - a. Provide technical and engineering expertise support for the design, development, and procurement of electronics systems, and systems not under the purview of communications, computers or sensors. [new G-SES-1 1.a. (amended)]
 - b. Provide management and coordination for electronic aspects of major projects such as Vessel Traffic Service System, new vessel procurement/construction (e.g. 47' MLB, BUSL, Coastal WPB, 110' WPB, 120' WPB, WLB/WLM COR) and major vessel overhauls (e.g., 210' WHEC FRAM) and integrated shipboard command centers. [new G-SES-1 1.b. (amended)]
 - c. Assist Program and Facility Managers in long range planning for new operational requirements and related Resource Change Proposals (RCPs) as required and keep them advised of all electrical systems approaching obsolescence or difficult to support. [new G-SES-1 1.c.]
 - d. Maintain liaison with other Government and civilian agencies and professional organizations as necessary to promote interagency consistency and efficiency in the development of electronics systems. [new G-SES-1 1.d.]
 - e. Initiate requests, provide liaison and funding recommendations as required for special studies and projects to bring improved concepts, systems, and hardware into the Coast Guard inventory. [new G-SES-1 1.e.]

**NAVIGATION SYSTEMS BRANCH
(G-TES-2)**

1. Under the general direction and supervision of the Chief, Electronics Systems Division (G-TES), the Chief of the Navigation Systems Branch shall:
 - a. Provide technical and engineering expertise as required for Coast Guard operated navigation systems, except Omega. Expertise will be provided on, but not limited to, Loran-C transmitting, antenna, and control systems, Differential GPS and Loran systems, marine radiobeacons and Short Range Aids to Navigation. [new G-SES-2 1.b. (amended)]
 - b. Manage Coast Guard projects relating to the design, testing, development, improvement, expansion, procurement, and installation of Coast Guard electronics sensor equipment. This includes but is not limited to shipboard radar systems, direction finders, navigation receivers and depth sounders. [new G-SES-2 1.a. (amended)]
 - c. Manage electronics sensors equipment and systems on Coast Guard vessels and shore units, including systems analyses and integration, specification development, electromagnetic compatibility tests and analyses, antenna configuration design, equipment procurement, inspection and staging, development of technical documents. [new G-SES-2 1.c.]
 - d. Assist Program and Facility Managers in long range planning for new operational requirements and related Resource Change Proposals (RCPs) as required and keep them advised of all navigation systems approaching obsolescence or difficult to support. [new G-SES-2 1.d.]
 - e. Maintain liaison with other Government and civilian agencies and professional organizations as necessary to promote interagency consistency and efficiency in the development and use of these systems for navigational and ancillary purposes. [new G-SES-2 1.e.]

**MAINTENANCE MANAGEMENT BRANCH
(G-TES-3)**

1. Under the direction and supervision of the Chief, Electronics Systems Division, the Chief of the Maintenance Management Branch shall:
 - a. Manage Coast Guard activity relating to identification and maintenance of electronics equipment installed on Coast Guard cutters or shore facilities (less avionics). [new ELC]
 - b. Manage the maintenance of Navy Type, Navy owned Coast Guard operated electronics equipment (less avionics). Maintain contact with the U.S. Navy to obtain Navy electronics equipment, spare parts and maintenance funds. [new G-SES-2 1.h. (amended)]
 - c. Maintain liaison with Coast Guard logistics and management activities concerning electronics support matters. [new G-SES-2 1.i. (amended)]
 - d. Coordinate and manage all service-wide electronics maintenance contracts as necessary. [new ELC]
 - e. Publish the Electronics Systems Information Bulletin (ESIB). [new SRP 1.i (amended)]
 - f. Act as subject matter expert and System Management for all equipment not assigned to Systems Maintenance and Engineering Facility (SMEF). [new G-SES-1 1.h. and G-SES-2 1.i. (amended)]
 - g. Provide input into training programs for Electronics Technicians (ETs). [new G-SES 1.t.]
 - h. Provide repair cost, frequency, and other logistical data pertaining to each item supported within the SMEF program to other G-TES branches. Maintain such records in order to indicate trends and set future support strategies. [new ELC]
 - i. Provide input into the development of Operational Logistics Support Plans (OLSP). Develop various Integrated Logistics Support Plans (ILSP) and Maintenance Support Outlines (MSO) as required. [new G-SES 1.u., G-SES-1 1.i. and G-SES-2 1.k. (amended)]
 - j. Assist Program and Facility Managers in long range planning for new operational requirements and related Resource Change Proposals (RCPs) as required and keep them advised of all navigation systems approaching obsolescence or difficult to support. [new G-SES-1 1.c. and G-SES-2 1.d. (amended)]

**CONFIGURATION MANAGEMENT BRANCH
(G-TES-4)**

1. Under the direction and supervision of the Chief, Electronics Systems Division, the Chief of the Configuration Management Branch shall:
 - a. Manage Coast Guard activity in areas involving formalized configuration management of equipment, systems, cutters, and shore facilities where the equipment is installed. [new ELC]
 - (1) Coordinate/document ShipAlt request/approvals
 - (2) Coordinate/document EALT request/approvals
 - (3) Coordinate/document equipment Field Changes
 - b. Maintain necessary information systems in support of equipment inventory, standardization and configuration control. [new ELC]
 - (1) Electronics Equipment Information System (EEIS)
 - (2) Equipment Field Change status
 - (3) Equipment Technical Manual change status
 - (4) Others as necessary.
 - c. Maintain the Electronics Manual (M10550.25). Perform all functions required for revisions, updates, changes and publication. [new G-SES-1 1.j. (amended)]

**PROGRAM SUPPORT DIVISION
(G-TPS)**

1. Under the general direction and supervision of the Chief, Office of Command, Control and Communications, the Chief, Program Support Division shall:
 - a. Maintain and operate an Information Technology Center to provide demonstrations of equipment and software of Coast Guard supported systems, value added tools and information retrieval techniques. Provide unbiased diagnosis of business problems for Headquarters program managers. Maintain marketing data on Information Technology equipment and software available for use within the Coast Guard. Provide technology refreshment training for walk-in clients. Maintain training and demonstration areas to support HQ Program Managers. [delete - to G-CAS-8]
 - b. Develop and administer policy for the Coast Guard's Records Management, Forms Management, Reports Management, Information Collection Budget, Correspondence Management, Mail Management, FOIA and Privacy Acts programs. Provide guidance/training for the establishment and operation of Coast Guard post offices and all other related Records Management programs. [new G-SI]
 - c. Develop and administer policy for the Coast Guard's Directives Management Program. Develop and administer policies and procedures for the Coast Guard printing, distribution, copying and duplicating services. Serve as Coast Guard printing liaison with Office of the Secretary of Transportation, Other Government Agencies, and contractors. Manage the HQ graphics and printing services. Administer OMB Circular A-3, Government Periodicals and the Congressional Joint Committee on Printing (Five Year Print Plan). Provide Coast Guard directory information services. [new G-SI]
 - d. Implement, monitor and provide direction regarding compliance with DoT, OMB, GSA and Federal Automated Information Systems (AIS) security and standards directive, including the Computer Security Act of 1987. Ensure development, implementation and maintenance of contingency and disaster recovery plans related to telecommunications and computer operations and security. [new G-STM 1.k]
 - e. Administer the Coast Guard Communications Security (COMSEC), COMSEC Material System (CMS), Communications Tactical (COMTAC), and NATO communications programs. Provide policy, guidance, support, and availability of COMSEC equipment and keying material. Participate in the development of secure communications plans and policy. Provide direct CGHQ support as NATO control, Top Secret Control, CMS and STU-III accounts manager, and COSMIC control. Serve as the Coast Guard NATO sub-registry. Support Coast Guard participation in Communications Interoperability Working Group (CIWG). [new G-STM 1.j]
 - f. Provide internal G-T support services which include personnel training, the development and maintenance of internal G-T procedures and a G-T publications library. [new G-SI-2]

**INFORMATION TECHNOLOGY CENTER
(G-TPS-1)**

[delete - to G-CAS-8]

NOTE: G-TPS-1 was transferred to G-CAS in the dt for headquarters reorganization.

No official request yet to delete the branch in G-T, however.

**MANAGEMENT PROGRAMS AND POLICY BRANCH
(G-TPS-2)**

1. Under the direction and supervision of the Chief, Program Support Division, the Chief, Management Programs and Policy Branch shall: **[new G-SI-2]**
 - a. Develop Service-wide filing systems and procedures and maintain the numerical subject classification system.
 - b. Develop and administer the Coast Guard Records Management Program, including establishment of systems and standards for effective Service-wide control over creation, use maintenance and disposal of records.
 - c. Develop and administer the Coast Guard Forms and Reports Management Programs.
 - d. Develop and administer the Coast Guard Correspondence Management Programs, developing and establishing standards, procedures, and techniques for improvement of correspondence practices.
 - e. Administer the Privacy Act of 1974.
 - f. Administer the Freedom of Information Act.
 - g. Administer mail and postal matters for the Coast Guard and prescribe procedures for the establishment and operation of Coast Guard offices.
 - h. Conduct Triennial Reviews.

**DIRECTIVES BRANCH
(G-TPS-3)**

1. Under the direction and supervision of the Chief, Program Support Division, the Chief, Directives Branch shall: [new G-SI-2]
 - a. Develop and administer the Coast Guard-wide directives management program.
 - b. Develop and administer the Service-wide printing and duplicating programs.
 - c. Handle printing and distribution matters for Coast Guard Headquarters.
 - d. Provide Coast Guard Directory update information service.
 - e. Manage the Headquarters graphics and printing services and the associated Working Capital Fund. Act as liaison with DoT in all Coast Guard graphics and printing matters. Enforce graphic standards.
 - f. Develop procedures for the implementation of OMB Circular A-3, Government Periodicals, in the Coast Guard.
 - g. Act as liaison for all DoT Records of Coordination.
 - h. Serve as Coast Guard representative on external directives, publishing and printing committees.

**SECURITY POLICY BRANCH
(G-TPS-4)**

1. Under the direction and supervision of the Chief, Program Support Division, the Chief, Security Policy Branch shall: [new G-STM-1]
 - a. Manage the Coast Guard (CG) TEMPEST program including dissemination of National Security Agency's (NSA's) and TEMPEST Advisory Group's (TAG's) policies and requirements.
 - b. Implement and monitor CG compliance with Department of Transportation (DOT) and Federal Information Processing Systems (FIPS) security and standards directives. Prepare and maintain FIPS security and standards manuals. Provide direction and guidance on adhering to requirements defined in FIPS security and standards manuals.
 - c. Plan, coordinate and monitor risk assessments and sensitive application certifications in accordance with OMB A-130. Select and approve risk assessments and sensitive application certifications methodologies that will be used in the CG.
 - d. Provide policy guidance for CG compliance with the Computer Security Act 1987. Plan and coordinate preparation of FIPS Plans for submission to DoT.
 - e. Provide policy guidance regarding contingency and disaster recovery planning for FIPS within the CG. Monitor compliance with contingency and disaster planning requirements. Coordinate and assist CG activities with the development of contingency and disaster recovery plans.
 - f. Plan, develop and promulgate FIPS security and standards awareness programs within the CG. Prepare materials and tools for training users, management personnel and security officers, in all phases of FIPS security. Assist CG activities in implementing and managing security and standards awareness programs.
 - g. Survey and identify software tools and information system services that will enhance the level of FIPS security within the CG. Provide technical guidance regarding the FIPS security requirements for CG-wide and Headquarters FIPS hardware and software acquisitions.
 - h. Serve as DoT's Alternate Representative to NSA TAG.
 - i. Serve as the Coast Guard Representative to DoT TAG.
 - j. Manage the Field Technical Authority (FTA) program. Provide for site surveys and inspections. Review all FTA reports. Review all Instrumented TEMPEST survey.

- l. Serve as controlling authority for Inter-Agency drug law enforcement keying material.
- m. Establish new support programs for security as the Coast Guard inventories of COMSEC equipments grow.
- n. Serve as Controlling Authority for Coast Guard Global Positioning System (GPS) COMSEC requirements. Coordinate with USSPACECOM and contractors/civil organizations to provide GPS COMSEC information.
- o. Serve as the NSA-designated Command Authority for STU-III (Secure Telephone Unit) (Type I and Type II) program. Monitor and validate User Representatives within the Coast Guard. Coordinate the control and ordering of STU-III terminals and crypto ignition keys (CIK) within the Coast Guard.
- p. Provide COMSEC input to G-TTM-1 for the coordinated development of Coast Guard secure communications plans and policy.
- q. Provide support to the Communications Interoperability Working Group (CIWG) key management sub-working group.
- r. Serve as Classified Material Control Officer (CMCO) for Program Support Division.

**TELECOMMUNICATIONS MANAGEMENT DIVISION
(G-TTM)**

1. Under the general direction and supervision of the Chief, Office of Command, Control and Communications, the Chief, Telecommunications Management Division shall:
 - a. Serve as program manager for CG telecommunications. Establish requirements for all CG National level telecommunications systems to include voice, message, data and image transport services to CG units, including connection to external agencies and the civil maritime community. [new G-STM 1.a. (amended)]
 - b. Establish policy and promulgate procedures for operation of all CG telecommunication systems. [new G-STM 1.b.]
 - c. Serve as cochairman of the U.S. Shipping Coordination Committee's Safety of Life at Sea (SOLAS) working group on radiocommunications, with the Chief, Program Coordination Staff. Provide policy guidance to the Chief, Program Coordination Staff concerning the International Maritime Organization (IMO), Radiocommunications Subcommittee and the U.S. Shipping Coordination Committee's SOLAS working group on radiocommunications. [new G-STM 1.g. (amended)]
 - d. Maintain liaison with other departments, agencies, and multiagency working groups to develop and refine policies relating to telecommunications. [new G-STM 1.h. (amended)]
 - e. Represent the CG, the Department of Transportation (less FAA and RSPA), the Office of the Secretary, and the civil maritime community before organizations developing radio regulatory standards and policies. [new G-STM 1.e. (amended)]
 - f. Interpret/implement radiocommunications/navigation standards and regulations (national, international, statutory and treaty) affecting the civil maritime community. [new G-STM 1.f. (amended)]
 - g. Obtain spectrum availability authorization (OMB-A11) for CG/DOT radio systems. [new G-STM 1.d. (amended)]
 - h. In coordination with Commandant(G-NRS), support CG participation in the COSPAS-SARSAT search and rescue satellite system and for EPIRBs. [deleted from HQ]
 - i. Broker implementation of distress and safety radiocommunications services on behalf of the civil maritime community and federal agencies. [new G-STM 1.e. (amended)]
 - j. Provide guidance and resources to the CG Telecommunications Systems Command for implementation of CG telecommunications plans. [new G-STM 1.c. (amended)]

**PROGRAM MANAGEMENT BRANCH
(G-TTM-1)**

1. Under the direction and supervision of the Chief, Telecommunications Management Division, the Chief, Program Management Branch shall:
 - a. Maintain and coordinate development and promulgation of policy and promulgate procedure guidance for operation of CG telecommunications systems. [new G-STTM-1 1.a.]
 - b. Maintain CG telecommunications plans that may be required to support budget requests. Provide support and input to Commandant (G-TA) in to develop and maintain strategic Information Resources Management and Telecommunications Plans. [new G-STTM-1 1.b.]
 - c. Coordinate with the CG Telecommunications Systems Command to obtain evaluation of proposals for changes to CG telecommunications equipments, systems, and networks. Provide Commandant's validation of approved changes. [new G-STTM-1 1.c. (amended)]
 - d. Ensure compatibility of CG telecommunications plans and policies with those of Departments, the U.S. Navy and other agencies. [new G-STTM-1 1.d. (amended)]
 - e. Provide policy guidance and plans for the CG secure communications program. [new G-STTM-1 1.e.]
 - f. Coordinate mobilization requirements for the CG Telecommunications System. [new G-STTM-1 1.f.]
 - g. Review and monitor programs and projects involving C3 systems to ensure compatibility with CG long-range telecommunications plans, policies and objectives. [new G-STTM-1 1.g.]
 - h. Coordinate C3 planning for the Maritime Defense Zones with the Navy. [delete]
 - i. Coordinate with the CG Telecommunications Systems Command to formulate the CG telecommunications program annual budget. [new G-STTM-1 1.h.]
 - j. Provide CG Telecommunications Program guidance in the form of Telecommunications Plans, policies, and new or revised operational requirements to the CG Telecommunications Systems Command as planning factors for resource allocations and budget requests. [new G-STTM-1 1.i.]
 - k. Coordinate long term budget planning for the CG Telecommunications System, including Issues/Resource Change Proposals. [new G-STTM-1 1.j. (amended)]
 - l. Provide support for the division chief in SOLAS and IMO. [new G-STTM 1.g. (modified)]
 - m. Provide liaison to the civil maritime community for radiocommunications matters. Maintain liaison with the Radio Technical Commission for Maritime Services (RTCM), National Weather Service, Defense Mapping Agency, the International Maritime Satellite Organization (INMARSAT) and its U.S. signatory, COMSAT, and the Federal Communications Commission for matters affecting safety of life at sea. Broker

implementation of Distress and Safety telecommunication services. [merged into several G-STM functional statements]

**RADIO ENGINEERING STAFF
(G-TTM-2)**

1. Under the direction and supervision of the Chief, Telecommunications Management Division, the Chief, Radio Engineering Staff shall:
 - a. Represent the Coast Guard, the Department of Transportation Office of the Secretary and administrations (less FAA and RSPA) and the civil maritime community before organizations developing radio regulatory standards and policies. [new G-STM-2 1.h. (amended)]
 - b. Provide official liaison with the Federal Communications Commission (FCC), Interdepartment Radio Advisory Committee (IRAC), International Telecommunications Union (ITU) through the Department of State, Radio Technical Commission for Maritime Services (RTCM) and similar national/international organizations. [new G-STM-2 1.m. (amended)]
 - c. Interpret/implement radiocommunications/navigation standards and regulations (national, international, statutory and treaty) affecting the civil maritime community. [new G-STM-2 1.h. (amended)]
 - d. Obtain spectrum availability authorization (OMB-A11) for new Coast Guard/DOT radio systems. [new G-STM-2 1.d.]
 - e. Provide technical and support management for Coast Guard participation in the COSPAS-SARSAT search and rescue satellite system and for EPIRBs. [deleted]
 - f. Participate in review of major Coast Guard/DoT and external radio systems that could affect Coast Guard/DoT operations. [new G-STM-2 1.b. (amended)]
 - g. Perform technical studies to characterize and resolve cases of radio interference. [new G-STM-2 1.i. (amended)]
 - h. Undertake radio engineering studies, projects and trials in support of national and international spectrum planning. [new G-STM-2 1.i. (amended)]
 - i. Undertake radio engineering studies, projects and trials to support new telecommunications systems or changing regulations needed to meet national maritime or CG operational requirements. [new G-STM-2 1.i. (amended)]
 - j. Provide base technology support to the Frequency Assignment Staff. [deleted]
 - k. Represent the Commandant on high-level radio-communications standards affecting the civil maritime community. [new G-STM-2 1.h. (amended)]

FREQUENCY ASSIGNMENT STAFF (G-TTM-3)

1. Under the direction and supervision of the Chief, Telecommunications Management Division, the Chief, Frequency Assignment Staff shall:
 - a. Represent the Coast Guard, the Department of Transportation, Office of the Secretary and DOT administrations (less FAA and RSPA) on the Interdepartment Radio Advisory Committee's Frequency Assignment Subcommittee (FAS), International Notification Group (ING) and such adhoc groups as directed by the Chief, Telecommunications Management Division. [new G-STM-2 1.a. (amended)]
 - b. Serve as Coast Guard representative on the Military Communications Electronics Board's Joint Frequency Panel (MCEB/JFP). [new G-STM-1 1.k. (amended)]
 - c. Provide radio frequency resources for Coast Guard units and Department of Transportation, Office of the Secretary and DoT administrations (less FAA and RSPA) radiocommunications and navigation systems, based upon availability search, coordination and interference predictions. [new G-STM-2 1.a. (amended)]
 - d. Review (or participate in review) of major Coast Guard/DoT and external radio systems that could affect CG/DoT operations. [new G-STM-2 1.b. (amended)]
 - e. Resolve radio interference problems to Coast Guard/DoT spectrum dependent systems. [new G-STM-2 1.l. (amended)]
 - f. Review and apply for international frequency registration and protection with the International Telecommunications Union's International Frequency Registration Broad (IFRB). [new G-STM-2 1.b. (amended)]
 - g. Manage enforcement of radio regulations (e.g. violations) with the Federal Communications Commission (FCC), National Telecommunications and Information Administration (NTIA), or other agencies. [new G-STM-2 1.e.]
 - h. Maintain the Coast Guard Radio Frequency Plan. [new G-STM-2 1.a. (amended)]
 - i. Maintain Coast Guard and Department of Transportation (less FAA and RSPA) requirements in the NTIA Emergency Readiness Plan for use of the Radio Spectrum (ERP). [new G-STM-2 1.f.]

PART III

(G-S...NEW MAPPED TO OLD)

SYSTEMS DIRECTORATE

FUNCTIONAL STATEMENTS

SYSTEMS DIRECTORATE (G-S)

1. **Mission.** To provide systems support for Coast Guard missions. This includes command, control, communications, and computers, information systems, and engineering services. Specific support includes design, construction, maintenance, outfitting and alteration of systems, vessels, aircraft, aids to navigation, shore establishments, machinery, and utilities; and to administer a program of research and development responsive to the needs of the Service for new or improved systems, equipment, methods and procedures. [old G-E 1. & G-T 1. (amended)]
2. **Functions.** Under the general direction and supervision of the Commandant, Vice Commandant, and Chief of Staff, the Chief, Systems Directorate shall:
 - a. Formulate, develop, coordinate, and direct Coast Guard plans, programs, and policies for command, control, communications, and computers (C4), information management, logistics, and engineering. [old G-E 2.a & G-T 2.b (amended)]
 - b. Assure the effectiveness of the Systems Support Programs, including the design and execution of alterations, modifications, repairs, maintenance and outfitting of systems platforms, e.g., C4 systems, vessels, boats, aircraft, vehicles, aids to navigation, shore facilities, machinery, and utilities; and assure the adequacy of systems and engineering test and evaluation activities associated with those functions. [old G-E 2.b & G-T 2.d (amended)]
 - c. In response to the requirements of other offices, direct, supervise, and coordinate the design, development, construction, test, evaluation, and operational deployment and demonstration (as applicable) of C4 systems, ships, boats and shore facilities having a conventional design and having a high probability of usefulness in the operational structure. [old G-E 2.c & G-T 2.h (amended)]
 - d. Formulate, develop, coordinate, and direct Coast Guard plans and programs for research, development, test and evaluation responsive to long range objectives, approved requirements, stated goals and advancing technology. Plan and sponsor RDT&E efforts to provide cost effective C4 for the future. [old G-E 2.d & G-T 2.n (amended)]
 - e. Determine basic plans, systems, methods, and procedures under which R&D activities are to be carried out; consider and make recommendations as to broad policies which should control these recommendations. [old G-E 2.e (amended)]
 - f. Collaborate with the Chief of Staff and Deputy Chiefs of Staff generally, in matters relating to the overall C4, engineering and logistics activities of the Service and identify existing or potential problems within Coast Guard mission areas that are susceptible to improvement through scientific research. [old G-E 2.f (amended)]
 - g. Administer funds in those appropriations or operating guides placed under the control of the Chief, Systems Directorate, furnishing preliminary budget estimates and apportionment of allotment recommendations to the Chief of Staff, planning expenditures to accomplish essential programs with available funds, passing on obligations against field allotments when Headquarters authorization is required, and otherwise ensuring wise and economical expenditures of such funds. [old G-E 2.g (amended)]
 - h. Prescribe the C4, engineering and logistics reports to be submitted by field units; review and analyze such reports and data, and initiate or issue appropriate directives to field

units to ensure uniformly high standards of efficiency, effectiveness and economy. [old G-E 2.h (amended)]

- i. Periodically review the administration of C4, engineering and logistics functions under Maintenance and Logistics Commands (MLC's); initiate recommendations to the MLC commander to effect improvements in the organization and methods of administration of those functions; keep informed through field inspections, or otherwise, as to the status, effectiveness, and efficiency of C4, engineering and logistics activities generally. [old G-E 2.i & G-T 2.g (amended)]
- j. Periodically advise the Commandant as to the relative performance of the MLC's with respect to field C4, engineering and logistics responsibilities. [old G-E 2.j (amended)]
- k. Establish and maintain close liaison with the Army, Navy, Air Force, Marine Corps, the Joint Staffs, Maritime Administration, General Services Administration, Department of Commerce (National Oceanic and Atmospheric Administration), Environmental Protection Agency and other public and private agencies in connection with Coast Guard C4, radio assignments, engineering and logistics matters, policy, etc. [old G-E 2.k & G-T 2.j & 2.l (amended)]
- l. Serve as Director for C4, Engineering, Logistics (including Supply), and the Research and Development Support Programs. [old G-E 2.m (amended)]
- m. Exercise technical control over assigned Headquarters units. [old G-E 2.n & G-T 2.e (amended)]
- n. Provide policy, guidance, and oversight for an effective supply system, focused on improving the readiness of the facilities supported. [old G-E 2.p]
- o. Responsible for the functions of the Chief Information Officer (CIO) for the Coast Guard. As senior Information Resource Management official for the Coast Guard, implement Coast Guard-wide information policies, principles, standards, and guidelines with respect to information collection, paperwork reduction, directives and records management, postal management, privacy and security of records, decision support activities, sharing and dissemination of information, acquisition and use of information and acquisition and use of information technology. [old G-T 2.a (amended)]
- p. Provide information systems support to fulfill management and operational requirements for Coast Guard operating and support programs. [old G-T 2.d]
- q. Conduct mobilization planning for telecommunications and information systems. [old G-T 2.f]

**DIRECTOR OF INFORMATION AND TECHNOLOGY
(G-SI)**

1. **Mission.** To provide information and technology support for Coast Guard missions. This includes information architecture and planning, information management, and research and development support and services. [new]
2. **Functions.** Under the general direction and supervision of the Chief, Systems Directorate, with indirect reporting directly to the Commandant, the Director of Information and Technology shall:
 - a. Serve as the Chief Information Officer (CIO) of the Coast Guard, represent the Coast Guard with other government and industry CIOs, and partner with Coast Guard senior management. [new]
 - b. Develop, drive, and maintain the IT Strategic Vision to integrate with and support the organization's service delivery vision (business vision). Serve as IRM Advocate to ensure IT is integrated and new technology is used to support all program missions. Advise on the "realm of the possible" for supporting information needs. Maintain clear relationship between the business and supporting information and systems. Ensure commonality and sharing across program and functions. [new]
 - c. Define IT priorities and allocate IRM resources among competing projects. Be responsible for full accounting of IRM expenditures. Manage the AFC for IRM. Chair the IRM Board made up of the deputies of all the Deputy Chiefs of Staff. Decide on IRM resources and processes which can be developed "cross-functionally" and "cross-organizationally". Provide information to senior executive management of the Coast Guard for carrying out organizational mission more effectively/less expensively given the application of modern technology. [new]
 - d. As the strategic IRM and IT planner, merge the current organizational and program requirements with the evolution of IT to support the requirements. Create plan bridging current needs with a future vision and direction of IT. Ensure current near-term initiatives move the CG toward organizational business and IT goals. [old G-T 2.i (amended)]
 - e. Develop and promote long and mid-range IRM planning that establishes a clear linkage between the Commandant's Goals, the Executive Business Plan, the Strategic IRM Plan and the DCS business plans. Align information systems planning with the organization's Strategic Plan. Highlight re-engineering opportunities where utilizing technology will enhance processes to achieve agency goals and plans. [old G-TA 1.c (amended)]
 - f. Develop and administer policy for the Coast Guard's Records Management, Forms Management, Reports Management, Information Collection Budget, Correspondence Management, Mail Management, FOIA and Privacy Acts programs. Provide guidance/training for the establishment and operation of Coast Guard post offices and all other related Records Management programs. [old G-TPS 1.b]
 - g. Develop and administer policy for the Coast Guard's Directives Management Program. Develop and administer policies and procedures for the Coast Guard printing, distribution, copying and duplicating services. Serve as Coast Guard printing liaison with Office of the Secretary of Transportation, Other Government Agencies, and contractors. Manage the HQ graphics and printing services. Administer OMB Circular A-3, Government Periodicals and the Congressional Joint Committee on Printing (Five Year Print Plan). Provide Coast Guard directory information services. [old G-TPS 1.c]

- h.** Implements IT standards, methods and policies applied across the organization to support our programs. Create and maintain organization's "standard" IT infrastructure to support program initiatives. Develop and maintains project management and control system to ensure that IT projects are progressing properly toward goal. [old G-T 2.b (amended)]
- i.** Develop and implement IRM performance measures to support CG missions and goals. Incorporate measures into the IRM resource decision process to improve information technology utilization Coast Guard-wide. "Bench Mark" throughout industry and Government to compare and improve IRM capabilities within Coast Guard. Develop and support CG-wide executive/management information systems, providing analysis and information for decision making. [new]
- j.** Assess technical competencies required to make use of modern technologies within the organization and recommend acquisition of IT skills to ensure proper mix of competencies exist within the CG. Ensure that employees' technical knowledge evolves with the state of the industry. [new]
- k.** Develop, promote, manage, and administer Coast Guard Information System security program. Provide policy oversight for Coast Guard's automated information systems (AIS) security & Tempest programs. Analyze management approaches, procedures, techniques, hardware, and software for potential application of Coast Guard's AIS security & Tempest programs. [old G-TPS-4]
- l.** Advise senior management on matters pertaining to science and technology. [New]
- m.** Formulate, develop, coordinate, and direct Coast Guard plans and programs for research, development, test and evaluation responsive to long range objectives, approved requirements, stated goals and advancing technology. Plan and sponsor RDT&E efforts to provide cost effective C4 for the future. [old G-E 2.d & G-T 2.n (amended)]

**OFFICE OF ARCHITECTURE AND PLANNING
(G-SIA)**

1. Under the general direction and supervision of the Director of Information and Technology, the Chief, Office of Architecture and Planning Division shall:
 - a. Develop, and maintain the IT Strategic Vision to support all program missions. Advise DCS staff on IT possibilities for solving information needs and ensure commonality and sharing across program and functions. [new]
 - b. Define IT priorities and allocate IRM resources between competing projects. Manage the AFC for IRM. Be responsible for full accounting of IRM expenditures. [new]
 - c. Develop and implement IRM performance measures to support CG missions and goals. Ensure measures are incorporated into the IRM resource decision process and improve information technology utilization Coast Guard-wide. Perform benchmarking throughout industry and Government. [new]
 - d. Develop and support CG-wide executive/management information systems, providing analysis and information for decision making. [new]
 - e. Develop and recommend technical competencies required to make use of modern technologies within the organization. Ensure that employees' technical knowledge evolves with the state of the industry. [new]
 - f. Promulgate IRM policies and procedures to ensure that information resources are managed efficiently and effectively throughout the Coast Guard. [old G-TA 1.a]
 - g. Educate Coast Guard leaders in the management of information as a strategic resource. [old G-TA 1.b]
 - h. Develop and maintain the Coast Guard's Strategic Information Resources Management Plan (SIRMP) which includes telecommunications, and ensure the integration of cross-functional systems. [old G-TA 1.c]
 - i. Define and maintain a standard information technology architecture for the Coast Guard, educate users, facilitate research and development of new technology standards, represent the Commandant on high level Federal Information Processing Resources (FIPR) standards groups and facilitate compliance with standards. [old G-TA 1.d]
 - j. Ensure compliance with appropriate Federal Government IRM policies, standards and regulations. Conduct or coordinate mandated compliance reviews. [old G-TA 1.e]
 - k. Review information and telecommunication systems procurements, projects and existing systems to ensure benefit to the Coast Guard, efficient life-cycle management, compliance with Federal Information Resources Management Regulations (FIRMR), DoT IRM Orders and Coast Guard IRM plans and policies. For new procurements, provide coordination for obtaining procurement authority when external approval is required. [old G-TA 1.f]
 - l. Maintain a consolidated plan for Coast Guard IRM projects and investments, including telecommunications. Review all related budget requests for cost/benefit, ability to execute, consistency with the SIRMP and the CG information technology architecture. [old G-TA 1.g]

- m.** Serve as Executive Secretariat for the CG Headquarters IRM Board. [old G-TA 1.h]
- n.** Manage the Coast Guard Data Administration Program including the development of policy for data resource management and the creation and enforcement of data standards. Establish and chair the Data Administration Review Group, comprised of CG program representatives, to arbitrate issues of standard data element name, content and format as well as data ownership, redundancy, access and security. [old G-TTC-3 1.a/b/c amended]
- o.** Develop, implement, and support the corporate level data dictionary/repository to serve as the foundation for the development of CG-wide cross-functional application systems. Provide policy to direct the use of data dictionaries in functional/cross-functional areas. [old G-TTC-3 1.d amended]
- p.** Integrate data models and catalog data elements from various functional areas to support a CG-wide enterprise data model necessary for effective data management. Manage business area analyses and data modeling to support data management at the MLC and district level. Manage the development of integrated databases identified through business area analyses at these sites. [old G-TTC-3 1.e/g amended]
- q.** Ensure that all areas of data resource management standards and policies are compatible with IRM requirements and guidelines established by applicable authority including CG, DOT, GSA and OMB. [old G-TTC-3 1.h/i/j amended]

**OFFICE OF INFORMATION MANAGEMENT
(G-SII)**

1. Under the general direction and supervision of the Director of Information and Technology, the Chief, Office of Information Management shall:
 - a. Develop Service-wide filing systems and procedures and maintain the numerical subject classification system. [old G-TPS-2 1.a]
 - b. Develop and administer policy and procedures for the Coast Guard Records Management Program, including establishment of systems and standards for effective Service-wide control over creation, use maintenance and disposal of records. [old G-TPS-2 1.b amended]
 - c. Develop and administer policy and procedures for Coast Guard Forms and Reports Management Programs. [old G-TPS-2 1.c amended]
 - d. Develop and administer policy and procedures for the Coast Guard Correspondence Management Program, developing and establishing standards, procedures, and techniques for improvement of correspondence practices. [old G-TPS-2 1.d amended]
 - e. Develop and administer policy for the Privacy Act of 1974. [old G-TPS-2 1.e amended]
 - f. Develop and administer policy for the Freedom of Information Act. [old G-TPS-2 1.f amended]
 - g. Develop policy and procedures for mail and postal matters for the Coast Guard and prescribes procedures for the establishment and operation of APO/FPO addressees. [old G-TPS-2 1.g amended]
 - h. Develop policy and procedures to ensure that all areas of Public-use- Reporting requirements comply with IRM regulations as established in A-130, and other OMB guidelines. [old G-TPS-2 1.h amended]
 - i. Develop policy and administer controls over the Coast Guard-wide directives management program to ensure compliance with Federal and Coast Guard policies, procedures, and legal requirements. Develop and maintain Coast Guard CD-ROM directives system. [old G-TPS-3 1.a amended]
 - j. Develop policy and administer legal and budgetary controls over the Service-wide printing and duplicating program including development of alternative printing operations. Oversee legal parameters set forth by OMB, GPO, DOT and JCP. [old G-TPS-3 1.b amended]
 - k. Develop policy and administer procedures for printing and distribution matters within Coast Guard Headquarters [old G-TPS-3 1.c amended]
 - l. Be the central point for development and control of State-by-State, and Headquarters Directories including review of OPFACS for new units. Develop and monitor the automated Directives, Publications, and Reports Index; and Standard Distribution List [old G-TPS-3 1.d amended]

- m. Manage the Headquarters graphics and printing services and the associated Working Capital Fund. Act as liaison with DoT in all Coast Guard graphics and printing matters. Enforce graphic standards. [old G-TPS-3 1.e]
- n. Develop procedures for implementing OMB Circular A-3, Government Periodicals, in the Coast Guard. [old G-TPS-3 1.f]
- o. Act as liaison for all DoT Records of Coordination. [old G-TPS-3 1.g]
- p. Serve as Coast Guard representative on external directives, publishing and printing committees. Liaise with and serve as POC with such agencies as DOD, DOJ, OMB and NARA for programs within AOR. [old G-TPS-3 1.h]
- q. Develop, promote, manage, and administer Coast Guard Information System security program. Provide policy oversight for Coast Guard's automated information systems (AIS) security & Tempest programs. Analyze management approaches, procedures, techniques, hardware, and software for potential application of Coast Guard's AIS Security & Tempest programs. [old G-TPS-4]

**OFFICE OF RESEARCH AND DEVELOPMENT
(G-SIR)**

1. Under the general direction and supervision of the Director of Information and Technology, the Chief, Office of Research and Development shall:
 - a. Advise senior management on matters pertaining to science and technology. [New]
 - b. Direct the Research and Development Program. [New]
 - c. Coordinate and direct a Coast Guard program of research, development, test and evaluation responsive to Coast Guard long range objectives, the requirements of Operating and Support Programs, and the technological opportunities for new or improved systems, equipment, methods, and procedures. [old G-ER 1.a][old G-ER-1 1.a][old G-ER-2 1.a,c]
 - d. Be responsible for the management of funds within the Research, Development, Test and Evaluation appropriation. [old G-ER 1.c][old G-ER-1 1.c]
 - e. Formulate Coast Guard R&D strategic plans, technology assessments, and program objectives as necessary to meet stated or approved requirements. [New]
 - f. Maintain close liaison with district commanders, office chiefs, the Chief of Staff, and the Commandant to identify existing or potential problems that can be remedied through research and development projects, to determine the feasibility of research and development aimed at discovering new concepts and applications in the Coast Guard's mission areas, and to facilitate successful hand-off of R&D projects. [old G-ER 1.b][old G-ER-1 1.b]
 - g. Coordinate with other Department of Transportation agencies, the Department of Defense, and other public and private organizations to identify beneficial opportunities for joint research and development and to avoid duplicative efforts. [old G-ER 1.b][old G-ER-2 1.g]
 - h. Represent the Coast guard (or the Department of Transportaion, as directed) in dealings with other governmental or private agencies, both domestic and foreign, in matters pertaining to R&D. [old G-ER-2 1.e]
 - i. Secure resources to support the R&D program and its facilities, principally the Research and Development Center. [old G-ER 1.c][old G-ER-1 1.b]
 - j. Excercise technical control over the research and Development Center. [New]

RESOURCE MANAGEMENT STAFF (G-SR)

1. Under the general direction and supervision of the Chief, Systems Directorate, the Chief, Resource Management Staff shall:
 - a. Provide administrative support to the DCS for Systems and Deputy, including day-to-day oversight of front office operations. Route action items to appropriate directorates and staffs, coordinate responses, and insure action items are answered by deadline and meets all requirements. Coordinate and validate all plans, policies, and directives proposed by G-S directorates and staffs for consistency. [old G-ES 1.a (amended)]
 - b. Advise and assist the DCS for Systems and Deputy on all matters relating to the Coast Guard Strategic Planning, Programming, Budgeting, Execution, and Evaluation System (SPPBEES) as they relate to all DCS for Systems program areas. [old G-TP 1.d & G-ES 1.b (amended)]
 - c. Perform, coordinate and review strategic long-range planning within DCS for Systems. Support directorates and staffs by reviewing and analyzing reports and studies, and where required, initiating and conducting studies and analyses. Provide analytical assistance to directorates and staffs in determining efficient allocations of resources associated with the implementation of long range plans. Provide economic input to DCS for Systems-related issues. [old G-ES 1.e (amended)]
 - d. Advise and assist the DCS for Systems and Deputy on all matters relating to budget execution and financial management as they relate to all DCS for Systems program areas. Coordinate DCS for Systems directorate and staff budget inputs. Establish and administer procedures within DCS for Systems for the proper review and execution of Coast Guard budgets. Coordinate with the directorates and staffs for the preparation of financial plans such as obligation and expenditure schedules when more than one division is involved. [old G-TP 1.c, G-ES 1.d & G-ES 1.f (amended)]
 - e. Undertake and assist in the conduct of technical, personnel, and management studies in support of DCS for Systems programs. Perform in-depth evaluations of DCS for Systems programs to assess program effectiveness and utilization of resources. Assist in coordinating DCS for Systems programs with those of other Headquarters Deputy Chiefs of Staff, and work closely with the Deputy Chiefs of Staff on issues where the Deputy Chiefs of Staff have a common interest. [old G-TP 1.b & G-ES 1.c (amended)]
 - f. Perform all internal DCS for Systems IRM planning and support functions. Direct the planning, development and maintenance of necessary information management tools and processes internal to the DCS for Systems directorates and staffs. [new]
 - g. Keep the DCS for Systems and Deputy advised of G-S personnel posture. Maintain records and plans for G-S specialty billets. Coordinate postgraduate training requirements. Review career patterns for all G-S disciplines. Manage G-S civilian personnel FTE and civilian overtime. Manage TEMAC program for the DCS for Systems. [old G-ES 1.h (amended)]
 - h. Coordinate with DCS for Human Resources on the overall training program for the DCS for Systems and various G-S disciplines. [old G-ES 1.j (amended)]

- i. Direct the overall Coast Guard Supply Fund management program, encompassing policy and procedures, budgeting and oversight. [old G-ELM 1.e. (amended)]
- j. Administer the GSA Rent program. [old ECV-4 1.b.8 (amended)]

**PLANNING DIVISION
(G-SRP)**

1. Under the direction and supervision of the Chief, Resource Management Staff, the Planning Division shall:
 - a. Coordinate G-S Strategic Planning Programming Budgeting Execution, Evaluation System (SPPBEES) and the support systems including: G-S issues, Determinations, RP's, RCP's, Opstage RCP's, OST and OMB Stage, OMB and Congressional Hearings, and Planning Factors. [old G-TP-1 1.a (amended)]
 - b. Develop G-S planning documents including the Executive Business plan input and the G-S Business Plan [old G-TP 1.a (amended)]
 - c. Develop G-S performance measures and manage status reporting. [new]
 - d. Chair the G-S planning council for purposes of coordinating program wide requirements with respect to available resources. Employ and use quantitative models for supporting final guidance to the Office Chief. [old G-TP-1 1.b (amended)]
 - e. Coordinate the preparation of responses for the DCS for Systems internal reviews/assessments and external audits/data calls (e.g., A-123, 2½ minute briefs, Commandant Key Issues, IG inspections etc.) from Coast Guard program managers, DoT, DoT-IG and other government agencies (e.g., GAO, OMB and GSA). [old G-TP-1 1.c (amended)]
 - f. Perform long range strategic planning for G-S. Coordinate the development of the Program Description and related planning documents. Provide the structure to develop and administer program initiatives. Administer the measurement procedures to monitor and evaluate program performance. [old G-TP-1 1.d (amended)]
 - g. Monitor initiatives presented to Congress by DoD and other departments or agencies having operational support relationships with the Coast Guard for the purpose of identifying resource and programmatic impacts upon the program operations. [old G-TP-1 1.e (amended)]
 - h. Act as G-S internal IRM coordinator and develop internal IRM policy and procedures. Prepare G-S IRM Directorate related IRM documents. [new]
 - i. Serve as senior editor of the G-S Magazine. Coordinate, publish and distribute G-S Magazine. [old G-ELM-S/1 1.d, G-TES-3 1.e (amended)]
 - j. Serve as major IRM acquisition advisor to the Chief, Systems Directorate. Serve as liaison to Directorate of Acquisition for all G-S acquisition issues. [new]
 - k. Develop major acquisition strategies, and monitor and coordinate major acquisition tracking. [new]
 - l. Coordinate readiness planning for the G-S. Formulate policies for G-S involvement in all exercises and military readiness planning documents. Coordinate Remedial Action Program (RAP) for G-S. [old G-ES 1.i (amended)]
 - m. Develop, administer and maintain the Total Quality Management Program for G-S. [old G-TP 1.i & G-TP-1 1.f (amended)]

**FORCE MANAGEMENT DIVISION
(G-SRF)**

1. Under the direction and supervision of the Chief, Resource Management Staff, the Chief, Force Management Division shall:
 - a. Identify, evaluate and analyze all personnel (billet structure, people and training) requirements necessary to sustain worldwide Coast Guard G-S support at the desired levels of service and/or reliability. [old G-TP 1.e & G-TP-2 1.a (amended)]
 - b. Coordinate and contribute to the planning and execution of the G-S program for civilian and military resources development. [old G-TP-2 1.b (amended)]
 - c. Serve as subject matter expert for the TC, ET, TT, DP, EM, DC, MK, AM, AD, AE, AT, and ASM ratings. [old G-TP-2 1.k, G-EAE 1.y, G-ENE 1.m, G-ELM 1.k (amended)]
 - d. Coordinate G-S officer-specialty and enlisted assignments, satisfying the needs of the service while valuing the personal and professional needs of the individual. [old G-TP-2 1.c, ECV-4 1.g & 1.i, EAE-1 1.c, G-ENE 1.n, G-ELM-1 1.h (amended)]
 - e. Maintain liaison with other program managers and identify billets/positions requiring G-S officer-specialty, ETs, TCs, DPs, TTs, EMs, DCs, MKs, AMs, ADs, AEs, ATs, and ASM ratings. Review personnel allowance list changes for impact on Coast Guard wide G-S program personnel specialty areas. [old G-TP-2 1.d, ECV-4 1.g & 1.i, EAE-1 1.c, G-ENE 1.n, G-ELM-1 1.h (amended)]
 - f. Analyze G-S post graduate and continuing (refresher) education, and special training needs. Develop the office's selection criteria for, and allocation of training billets to G-S skill categories. Act as the primary point of contact with the office for G-S program career information and education/training guidance. Review G-S program student academic records, monitor course performance, and provide advice/recommendations concerning such matters as course/curriculum selection, thesis topic and application. [old G-TP 1.f, G-TP-2 1.e, ECV-4 1.i, EAE-1 1.c, G-ENE 1.n, G-ELM-1 1.h (amended)]
 - g. Define requirements for and monitor the content and general development of all G-S program Class A, B and C training programs. Maintain liaison with the Office of Personnel and Training, MPC, and Coast Guard training commands, providing advice regarding curricula and course content involving G-S program subject areas. [old G-TP-2 1.f & g., ECV-4 1.i, EAE-1 1.c, G-ENE 1.n, G-ELM-1 1.h (amended)]
 - h. Monitor and prepare recommendations concerning modifications to the rate structure and professional rating requirements and the development of career paths in the G-S program for enlisted personnel. [old G-TP-2 1.h G-EAE 1.y, G-ENE 1.m, G-ELM 1.k (amended)]
 - i. In association with the Office of Personnel and Training, program managers and G-S division chiefs, define, develop and update officer specialty codes, enlisted qualification codes, and enlisted advancement qualifications to reflect current G-S program systems technology. [old G-TP-2 1.i, ECV-4 1.i, EAE-1 1.c, G-ENE 1.n, G-ELM-1 1.h (amended)]

- j. Act as the primary point of contact within the office for guidance in the preparation of technical position descriptions and career path issues associated with civilian employees within the G-S program. [old G-TP-2 1.j (amended)]
- k. Coordinate G-S's in-house and commercial training. [old G-TP-2 1.i (amended)]

**FUNDS MANAGEMENT DIVISION
(G-SRM)**

1. Under the direction and supervision of the Chief, Resource Management Staff, the Chief, Funds Management Division shall:
 - a. Coordinate the G-S budget build process for the Systems Directorate as defined by the Strategic Planning Programming Budgeting Execution, Evaluation System (SPPBEES) for AFC-30, AFC-41, AFC-42, AFC-43, AFC-45, RDT&E, EC&R, AC&I and USN support funding. Liaison with CFM, CBU, CPA and CPP on budget build issues. [old G-TP-1 1.a (amended)]
 - b. Coordinate all budgeting documentation/activity for the G-S Program. [old G-TP-3 1.a (amended)]
 - c. Review and evaluate, for budget content and impact, all externally generated policies and instructions to insure all G-S related budget policy changes are disseminated within the DCS for Systems organization. [old G-TP-3 1.b (amended)]
 - d. Serve as the principal advisor to the Chief, Systems Directorate for all matters and questions relating to budget execution and reconciliation, obligating authority and program/project resource allocations. [old G-TP-3 1.c (amended)]
 - e. Oversee budget execution for the DCS for Systems organization. Manage the disposition of all AFC-30 funds, including the apportionment of funds, reconciliation of accounts and preparation of appropriate financial reports. [new]
 - f. Serve as the liaison with CFM, CBU, CPM, ACS, CAS and the Coast Guard Finance Center on current and prior year budget execution issues. [old G-TP-3 1.e (amended)]
 - g. Perform G-S program budget accounting and reconciliation of all office AFC 30, 41, 42, 43, 45, RDT&E, EC&R, AC&I and USN support funding commitments, obligations and expenditures. Conduct the following administrative functions on an integrated basis: process PR's, funds certification TONO processing, account reconciliation, and funds status reporting. [old G-TP-3 1.f (amended)]
 - h. Orchestrate agenda, preparations, and minutes for the G-S Budget Board, for purposes of coordinating Chief, Systems Directorate budget execution and responding to budget related data calls. [old G-TP-3 1.h (amended)]
 - i. Manage and maintain the systems for G-S's budget execution. Monitor budget execution, identify/analyze funding shortfalls/surpluses and identify solutions. Coordinate the annual fiscal closeout across all funds controlled by the Chief, Systems Directorate. [old G-TP-3 1.i (amended)]
 - j. Serve as liaison to the Operating Expenses Appropriation Manager staff and as the funds manager for all AFC-4X funds. Assist in the AFC-4X Spend Plan Review Process tracking Coast Guard-wide AFC-4X funding and expenditures, and providing actual and estimated AFC-4X spending by facility type for use in the SPPBEES. [old G-TP-3 1.j (amended)]
 - k. Advise and assist the DCS for Systems and Deputy on all matters relating to budget execution and financial management as they relate to all DCS for Systems program areas. Coordinate DCS for Systems directorate and staff budget inputs. Review and analyze

I. Develop and publish the policies and procedures for the use and management of the Coast Guard Supply Fund. Coordinate with the Financial Management Division (G-CFM) as appropriate. [old G-ELM-1 1.1]

(1) Formulating and presenting the Supply Fund budget;

(3) Managing Supply Account 83 (Operations & Maintenance) and Supply Account 85 (Fuel); and

n. Administer the GSA rent program by coordinating the planning, space utilization, evaluation of field requests for changes, and funding of the GSA rental space.

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**LOGISTICS POLICY STAFF
(G-SL)**

1. Under the general direction and supervision of the Chief, Systems Directorate, the Chief, Logistics Management Staff shall:
 - a. Establish policy for and conduct oversight and review of the Coast Guard logistics process. [old G-ELM 1.a]
 - b. Direct the supply system for the Coast Guard, embracing the functions of provisioning, item identification, cataloging, allowances, storage, distribution, transportation of freight, control of repairable materials, training of personnel and utilization of DoD military standard systems. [old G-ELM 1.b]
 - c. Develop and promulgate policy and plans, establish objectives and standards, and prescribe systems and procedures. [old G-ELM 1.c]
 - d. Provide for the review of supply management operations at wholesale, retail and unit levels. [old G-ELM 1.g]
 - e. Evaluate effectiveness of the supply system in terms of meeting the needs of Coast Guard operating units and assessing capability to meet long range objectives. [old G-ELM 1.h]
 - f. Provide policy and guidance relative to negotiations and maintenance of interservice support agreements. Negotiate support agreements with the Department of Defense and its agencies when such support has system wide application. [old G-ELM 1.i]
 - g. Maintain liaison and conduct business pertaining to Coast Guard supply matters with the Department of Transportation, Department of Defense, General Services Administration and other governing agencies. [old G-ELM 1.j]
 - h. Promulgate policy for establishment of motor vehicle allowances service-wide and for the maintenance, repair and operation of the Coast Guard vehicle fleet. [old G-E 2.o (amended)]
 - i. Headquarters Planning Coordinator (HQPC) for Integrated Support Commands (ISCs). [old G-ECV 1.h (amended)]
 - j. Provide program management of Industrial Engineering. [old G-ES 1.g (amended)]

**POLICY DIVISION
(G-SLP)**

1. Under the direction and supervision of the Chief, Logistics Management Staff, the Chief, Logistics Policy Division shall:
 - a. Develop and promulgate policies and procedures for logistics in the Coast Guard. This encompasses: [old G-ELM-2 1.a,b,c,d,e,f,g,m,n,o,s]
 - (1) Configuration management
 - (2) Maintenance policy and philosophies
 - (3) Supply policy and philosophies
 - (4) Life cycle management
 - (5) Transportation of freight and hazardous materials
 - b. Develop and promulgate policy and procedures for the integration of the following logistics support elements as they relate to (a). [old G-ELM-2 1.p]
 - (1) maintenance planning
 - (2) manpower and personnel planning
 - (3) supply support
 - (4) support and test equipment
 - (5) training
 - (6) technical data
 - (7) computer resources
 - (8) packaging, handling, and storage
 - (9) transportation and transportability
 - (10) facilities
 - c. Review policies developed by other offices concerning any of the elements of the logistics system, listed above, and ensure they are consistent with one another and with the philosophy of integrated logistics management. [old G-ELM-2 1.q]
 - d. Develop broad based measures of efficiency and effectiveness for all logistics programs based upon existing policies and procedures. [old G-ELM-1 1.a]
 - e. Coordinate planning as Headquarters Planning Coordinator (HQPC) for Integrated Support Commands (ISC), providing budgetary input, management overview and coordination of programs and missions involved. Provide policy and methodology to address the significant issues involved in the development of all shore unit master plans. [old ECV-2 1.h (amended)]
 - f. Coordinate all issues affecting management, organization, staffing and operation of the Industrial field activities. Determine and promulgate general policies and procedures for the administration and management of industrial, bases; develop and maintain the Industrial Management Manual. [old G-ES 1.g (amended)]
 - g. Negotiate supply support agreements with the Department of Defense, its agencies and military services, and other Government agencies when such support has system-wide application. [old G-ELM-1 1.g]
 - h. Represent the Coast Guard in the following areas to ensure the capability to integrate, thereby achieving the maximum benefit of DoD and other government agency supply systems: [old G-ELM-2 1.k]

- (1) Defense Integrated Data (DIDS) System
 - (2) DoD Military Standard Transaction Reporting and Accounting Procedures (MILSTRAP) committee
 - (3) DoD Military Standard Requisitioning and Issue Procedures (MILSTRIP) committee
 - (4) Defense Activity Address System (DAAS) and the DoD Activity Address Code (DODAAC) systems
 - (5) Defense Retail Interservice Support (DRIS) program
- i. Conduct studies related to the improvement of the logistic system. [old G-ELM-2 1.r]
 - j. Establish and maintain close liaison with the Navy, Army, Air Force, Marine Corps, Joint Staffs, other Federal agencies and the private industrial logistics community in connection with logistics matters of mutual interest. This includes representing the Coast Guard on the Joint Chiefs of Staff sponsored Joint Logistics Board (O-6 level) and the Council of Logistics Directors (flag level). [old G-ELM 2.t]
 - k. Represent the Coast Guard within the DoD mobilization planning structure for logistics issues. Responsibilities include: [old G-ELM-2 1.u,v,w]
 - (1) Formulate and publish policies, procedures and standards for planning logistics support under contingency and wartime conditions.
 - (2) Develop mobilization and contingency plans pertaining to supply processes.
 - l. Formulate and publish policies, procedures and standards for the Coast Guard's metrification program. [old G-ELM-2 1.x]
 - m. Develop policy and procedures for the design, use and distribution of Government logistics and supply publications, including: [old G-ELM-S/1 1.a]
 - (1) Design and maintain the framework for Coast Guard logistics publications and ensure related publications are consistent and not duplicative.
 - (2) Monitor the distribution effectiveness of Coast Guard and DoD logistics publications and take corrective action, as necessary.
 - (3) Develop and maintain a long-range logistics publication plan to guide the publication efforts of all logistics elements.
 - (4) Review and implement, as appropriate, opportunities to automate and electronically link logistics publications.
 - (5) Develop and maintain guidelines for updates, clearances, standard distributions, and promulgation authority levels.
 - n. When outside contractor assistance is required, serve as the contracting Officer's Technical Representative (COTR) for logistics publications. This includes preparing statements of work and task orders and directing the contractor's efforts in development, workload, and training analysis, life cycle management plans, and system implementation. [old G-ELM-S/1 1.c]
 - o. Manage the Coast Guard vehicle program including development of policy and liaison with GSA and OST. Develop and submit the annual vehicle program budget and

expenditure report to OST. Coordinate planned vehicle buys, with Congressional authorization language. Monitor vehicle utilization and fleet size. Provide subject matter expertise and training to field motor vehicle fleet managers. Coordinate Home to Work approvals. [old ECV-4 1.d (amended)]

**LOGISTICS SYSTEMS DIVISION
(G-SLS)**

1. Under the direction and supervision of the Chief, Logistics Policy Staff, the Chief, Logistics Systems Division shall:
 - a. Deploy the Configuration Management system to designated cutters and standard boats. [old G-ELM-5 1.b]
 - b. Implement Centralized Shipboard/Shoreside Supply (CSS) for designated units. [old G-ELM-5 1.d]
 - c. Monitor CSS processes on board the cutters and initiate improvements as needed. [old G-ELM-5 1.e]
 - d. Designated systems managers for the following systems: [New]
 - (1) Automated Requisitioning Management System (ARMS)
 - (2) Standard Automated Requisitioning (STAR)
 - (3) Accountable Item Management (AIM)
 - (4) Electronic Equipment Information System (EEIS)
 - (5) Shipboard Computer-Aided Maintenance Program (SCAMP)
 - (6) (Prototype) Total Asset Visibility (Mini-TAV)
 - (7) Configuration Management (CMplus)
 - (8) Bar code applications
 - e. Systems management for the systems listed in (d) include: [New]
 - (1) Monitor system performance
 - (2) Define systems requirements
 - (3) Develop Statement of work for systems enhancements
 - f. Provide the policy and integration standards necessary for automation of logistics management data. [old G-ELM-1 1.d]

**DIRECTOR OF ENGINEERING
(G-SE)**

1. **Mission.** To provide logistics of the Service that are of an engineering character; to provide engineering services including design, construction, maintenance, outfitting and alteration of platform systems, e.g., vessels, aircraft, aids to navigation, shore establishments, machinery, and utilities. [old G-E 1. (amended)]
2. **Functions.** Under the general direction and supervision of the Commandant, Vice Commandant, Chief of Staff, and the Chief, Systems Directorate, the Chief, Director of Engineering shall: [old G-E 2.]
 - a. Formulate, develop, coordinate, and direct Coast Guard plans, programs, and policies for logistics of an engineering character and coordinate with offices responsible for other elements of the logistics system to ensure a totally integrated and responsive system that supports the needs of the Service. [old G-E 2.a]
 - b. Assure the effectiveness of the Engineering Support Program, including the design and execution of alterations, modifications, repairs, maintenance and outfitting of vessels, boats, aircraft, vehicles, aids to navigation, shore facilities, machinery, and utilities; and assure the adequacy of engineering test and evaluation activities associated with those functions. [old G-E 2.b]
 - c. In response to the requirements of other offices, direct, supervise, and coordinate the design, development, construction, test, evaluation, and operational deployment and demonstration (as applicable), of ships, boats and shore facilities having a conventional design and having a high probability of usefulness in the operational structure. [old G-E 2.c]
 - d. Formulate, develop, coordinate, and direct Coast Guard plans and programs for research, development, test and evaluation responsive to long range objectives, approved requirements, stated goals and advancing technology. [old G-E 2.d]
 - e. Determine basic plans, systems, methods, and procedures under which the above activities are to be carried out; consider and make recommendations as to broad policies which should control these recommendations. [old G-E 2.e]
 - f. Collaborate with the Chief of Staff in matters relating to the overall engineering and logistics activities of the Service and identify existing or potential problems within Coast Guard mission areas that are susceptible to improvement through scientific research. [old G-E 2.f (amended)]
 - g. Prescribe the engineering and logistics reports to be submitted by field units; review and analyze such reports and data, and initiate or issue appropriate directives to field units to ensure uniformly high standards of engineering efficiency, effectiveness and economy. [old G-E 2.h]
 - h. Periodically review the administration of engineering and logistics functions under Maintenance and Logistics Commands (MLC's); initiate recommendations to the MLC commander to effect improvements in the organization and methods of administration of those functions; keep informed through field inspections, or otherwise, as to the status, effectiveness, and efficiency of engineering and logistics activities generally. [old G-E 2.i]

- i. Periodically advise the Commandant as to the relative performance of the MLC's with respect to field engineering and logistics responsibilities. [old G-E 2.j]
- j. Establish and maintain close liaison with the Army, Navy, Air Force, Marine Corps, the Joint Staffs, Maritime Administration, General Services Administration, Department of Commerce (National Oceanic and Atmospheric Administration), Environmental Protection Agency and other public and private agencies in connection with Coast Guard engineering and logistics matters. [old G-E 2.k]
- k. Ensure external coordination and appropriate integration of Coast Guard research and development efforts with Department of Transportation efforts, and represent the Coast Guard (or Department of Transportation, as directed) in dealings with other governmental or private agencies, both domestic, and foreign, in matters pertaining to research and development. [old G-E 2.l (amended)]
- l. Serve as the Director of the Civil Engineering, Aeronautical Engineering, and Naval Engineering Support Programs. [old G-E 2.m (amended)]
- m. Exercise technical control over assigned Headquarters units. [old G-E 2.n]
- o. Provide policy, guidance, and oversight for an effective supply system, focused on improving the readiness of the facilities supported. [old G-E 2.p]

**OFFICE OF CIVIL ENGINEERING
(G-SCV)**

1. Under the general direction and supervision of the Director of Engineering, the Chief, Office of Civil Engineering shall:
 - a. Be responsible for planning, designing, constructing, altering, maintaining, repairing and replacing all Coast Guard shore facilities and fixed aids to navigation. [old ECV 1.a]
 - b. Manage the engineering support for aids to navigation, pollution response and diving programs. [old ECV 1.b]
 - c. Promulgate policy for administrative guidance of the MLC, Civil Engineering Unit (CEU), Facilities Design and Construction Centers (FD&CC), and facility engineering organizations in delivery of the Civil Engineering support program within the Coast Guard. [old ECV 1.c]
 - d. Provide technical guidance to assist program managers in development of documentation to support their sponsorship of shore facility requirements resulting from new or expanded missions. Prioritize and sponsor AC&I budget requests for all support center, family housing acquisition and shore facility replacement projects. Review and approve all major and minor AC&I Project Proposal Reports. [old ECV 1.d]
 - e. Publish the AC&I shore construction program annually including the solicitation, review and approval of projects under the Minor AC&I Program. Assign projects to the field and monitor program execution. Manage all shore construction funds provided under the AC&I appropriation to meet program objectives. [old ECV 1.e]
 - f. Sponsor all budget requests related to shore facility maintenance Allotment Fund Code (AFC-43) and Civil Engineering program personnel resources. . [old ECV 1.f]
 - g. Define the Shore Facility Planning, Programming and Budgeting System (SFPPBS) following the basic Coast Guard guidelines, and issue appropriate policy and instructions. Develop and maintain the Shore Facilities Requirements List (SFRL). Coordinate, review and publish the shore facilities portion of the Capital Investment Projections (CIP). [old ECV 1.g]
 - h. Formulate and publish policies governing real property acquisition, disposal and management including acquisition and disposal of Coast Guard-owned family housing but not extending to housing policy or the leased housing program. Develop appropriate design, construction and maintenance standards for all facility types. [old ECV 1.i]
 - i. Assess condition of the shore plant on a regular basis and document facility deficiencies. Develop Civil Engineering program measures of effectiveness, collect and analyze performance data, and report measures of program effectiveness and productivity. Perform Civil Engineering management evaluations of field units. [old ECV 1.j]
 - j. Develop and document maintenance philosophy, staffing standards, skill requirements and staffing requirements for field maintenance and management of shore facilities. [old ECV 1.k]

- k. Develop policy and maintain expertise in the area of shore facility environmental compliance. Provide guidance for Coast Guard compliance with environmental laws and regulations. [old ECV 1.i]
- l. Provide facility and resource requirements to develop mobilization plans for logistic support of Coast Guard operating assets under contingency or wartime conditions. [old ECV 1.m]
- m. Provide technical representatives for intergovernmental and international working groups as necessary. [old ECV 1.o]

**CIVIL ENGINEERING PROGRAM MANAGEMENT DIVISION
(G-SCV-1)**

1. Under the direction and supervision of the Chief, Office of Civil Engineering, the Chief, Civil Engineering Program Management Division shall: [old ECV-4 1]
 - a. Develop policy and procedures for real property matters affecting acquisition, utilization and disposal of real property consistent with existing laws, regulations and OST directives. Provide subject matter expertise and training to field staffs. Provide interagency liaison with OST, GSA, and DOD. Prepare and review proposed legislation concerning Coast Guard real property. Prepare manuals and instructions pertaining to the real property program. Policy and procedures cover: [combined ECV-4 1. a & 1. b (amended)]
 - (1) field and interagency coordination of real property acquisitions and disposals, including those related to BRAC;
 - (2) maintenance of central real property records and databases;
 - (3) improvement to real property asset management;
 - (4) coordination of excess real property screening;
 - (5) monitoring real property utilization and review justifications for retention of under-utilized property;
 - (6) coordination and preparation of interagency real property reports;
 - (7) efforts to identify and preserve historically significant properties; and,
 - b. Represent the Coast Guard as a member of the OST Real Property Inventory Systems Users Group and the OST Real Property Advisory Council. [old ECV-4 1.c (amended)]
 - c. Establish policy and procedures for the Civil Engineering Program Zero Base Management System (ZBMS), workload balancing, data collection and reporting requirements, and AC&I/OE funds use criteria. [old ECV-4 1.g (amended)]
 - d. Sponsor all budget requests and prepare RCPs related to AFC-43 shore facility maintenance and Civil Engineering Program personnel resources. [old ECV-4 1.h (amended)]
 - e. Review Project Development Submittals (PDSs), major AFC-43 project submittals, and family housing OE project submittals for conformance with long-term facility plans and appropriate funding source. [new]
 - f. Establish policies and procedures for Facilities Engineering organizations. Utilize Facilities Engineering Management Reports (FEMR) for FE program oversight, to provide feedback on unit performance, and to obtain funding/personnel resources. [old ECV-4 1.k (amended)]

- g. Coordinate data collection, and Use Code/Unit Cost updates to develop Plant Replacement Value (PRV) for use in determining necessary AC&I, AFC-43, and AFC-30 funding levels. [new]
- h. Represent the Civil Engineering Program in the OE Strategic Planning, Programming, Budgeting, and Evaluation System (SPPBES) and multi-year budget strategy, and issues related Civil Engineering policy and instructions. [old ECVs 1.a]
- i. Provide broad CE program oversight through biennial Management Effectiveness Visits (MEV) to CEUs, FD&CCs, Support Centers, and other major commands with Facilities Engineering Divisions. Utilize the Civil Engineering Data System (CEDS) and Management Data Letters (MDLs) for AFC-43/EC&R/AC&I oversight, and for identifying resource needs of the Civil Engineering Program [old ECV-4 1.j]
- j. Coordinate Civil Engineering program measures of effectiveness and efficiency. Specifically ensure conformance with Coast Guard initiatives concerning results-oriented program measures, and linkage with the Commandant's Executive Business Plan and the Office Program Direction. [old ECVs 1.g. (amended)]
- k. Establish Civil Engineering Technology Program policy and procedures to achieve the integration of CE corporate data used in production processes and business processes. [old ECVs 1.g. (amended)]
- l. Manage the Civil Engineering Data System (CEDS), supporting the information needs of AFC-43/EC&R/AC&I/Real Property program managers in headquarters and CE personnel in the field. [old ECVs 1.h (amended)]
- m. Provide general administrative support services for the Office of Civil Engineering including classified material control, personnel action monitoring, correspondence tracking, collateral duty distribution and coordination. [old ECVs 1.i. (amended)]
- n. Perform the duties of Directives Coordination for the Office of Civil Engineering, by assisting Divisions in all aspects of managing and producing correspondence and directives. Maintain master files of corporate policy, and review new directives format consistency and adherence to good editorial standards. [new]
- o. Assist other Headquarters program managers concerning the training, manning level standards, qualification and assignment of personnel to Civil Engineering or facility maintenance duty, and provide career guidance to Civil Engineering specialists. Supervise the Civil Engineer postgraduate students and provide liaison for the Coast Guard Academy Civil Engineering Program.[old ECV-4 1.l]
- p. Develop shore facility planning, programming, budgeting, and evaluation policy and procedures. [old ECV-2 1.a]
- q. Develop project planning, design, cost estimating (including follow-on cost requirements), and construction policy and procedures. [old ECV-2 1.b]
- r. Develop facility programs to standardize the size, number, and characteristics of required spaces for typical shore facility support facilities. [old ECV-2 1.c]
- s. Develop policy and guidance for administration of the Minor AC&I program. Solicit, review and approve projects. [old ECV-2 1.d]

- t. Direct shore facility program compliance with areas of special program interest directed by Executive Order, public law, departmental directive or other mandate such as energy conservation, value engineering, occupational safety and health, and fire protection. [old ECV-2 1.e]
- u. Issue appropriate policy and maintain instructions, manuals, and other directives to document the shore facility planning, programming, design, budgeting, execution and evaluation process. Provide consultation and guidance to the field on all policy and procedures. [old ECV-2 1.f]
- v. Direct and coordinate G-ECV support to ensure all military and civilian personnel involved in the shore facility planning, programming, design, budgeting, execution and evaluation (SFPP) process receive training commensurate with their position/billet responsibilities. [old ECV-2 1.g]
- w. Review and evaluate Planning Proposals for shore facility impacts and prepare a recommended division position for presentation at the G-CPP directed Planning Proposal Review Board (PPRB). [old ECV-2 1.h]
- x. Review and evaluate Master Plans AC&I PPRs (Part A and Part B), Design Development Submittals, Invitation for Bids and associated documents for shore units and prepare final resolution documents. [old ECV-2 1.i]
- y. Develop the Shore Facilities Requirements List (SFRL). Coordinate with MLCLANT, MLCPAC, and HQPMs to assess the condition of the shore plant, and to develop overall integrated program priorities, based on LANTAREA, PACAREA, HQ unit, and program priorities. [old ECV-S 1.d, ECV-2 1.j (amended)]
- aa. Support the coordinated development of the Shore Facility Budget process, and the proper insertion of projects into the multi-year budget process. [old ECV-2 1.k]
- bb. Develop, support, and coordinate Shore Facility Program resource change proposals (RCPs) and budget sheets. [old ECV-2 1.l (amended)]
- cc. Conduct post-occupancy reviews of selected AC&I projects to evaluate policies, design standards and codes in providing functional and physically adequate shore facilities. Evaluate completed projects for economical and effective accomplishment of intended objectives. [old ECV-2 1.n]
- dd. Coordinate response to Congressional hearing questions related to the Office of Civil Engineering managed programs. [old ECV-4 1.e]
- ee. Evaluate and approve the use of all funds for the Shore Facility Program, including AC&I, administrative and survey & design funds; review engineering design drawings and specifications prior to contract solicitation for conformance to original project planning and programming documentation, and validation that projects are consistent with current shore facility planning developments; evaluate same for post award contract modifications; authorize issuance of Invitations for Bid (IFBs); monitor project documentation status; and track program execution. [old ECV-4 1.e (amended)]

**OCEAN ENGINEERING DIVISION
(G-SCV-2)**

1. Under the direction and supervision of the Chief, Office of Civil Engineering Division, the Chief, Ocean Engineering Division shall:
 - a. Manage the Aids to Navigation (ATON) engineering support program to include the planning, designing, constructing, altering, maintaining and repairing of: (1) buoys and buoy markers, (2) lighthouses, (3) acoustical and optical equipment, (4) beacon structures, excluding electronic navigation aids. [old ECV-3 1.a]
 - b. Prepare standards, directives and guidance for execution of the ATON engineering support by districts, field, MLC and Headquarters units including maintenance policy and equipment standards. [old ECV-3 1.b]
 - c. Manage technical aspects of ATON AC&I and OE programs including recommendations for funds apportionment, cost and technical input to the budget process, project review and approval, central equipment procurement and distribution management, where appropriate, and preparation of technical policy guidance. [old ECV-3 1.c]
 - d. Manage ATON Service-wide maintenance training through liaison with ATON school, Performance Systems Division (G-PRF) and Short Range Aids to Navigation Division (G-NSR) in accordance with current training directives. [old ECV-3 1.d]
 - e. Initiate requests, provide liaison and provide funding recommendations to the Research and Development Staff or Electronics Engineering Laboratory for special studies and projects to bring improved concepts, systems and hardware into the inventory. [old ECV-3 1.e]
 - f. Provide technical support for the supply of ATON hardware to field units including management of Qualified Products List (QPL) testing where appropriate. Update drawings and specifications for equipment procurement by Inventory Control Points (ICP) and perform Contracting Officer's Technical Representative (COTR) duties where appropriate. [old ECV-3 1.f]
 - g. Plan and execute Headquarters projects for the short term development and improvement of ATON hardware and systems including budgeting, preparation of procurement documents, specifications and drawings, quality assurance and COTR duties, and management of field implementation. [old ECV-3 1.g]
 - h. Develop budget and administer AFC-43 funds provided for branch projects. [old ECV-3 1.h]
 - i. Provide optical and acoustical technical advice to other organizational elements as requested. [old ECV-3 1.i]
 - j. Provide engineering support to the marine environmental response and diving programs. [old ECV-3 1.j]
 - k. Prepare standards, directives and guidelines for execution of the engineering support program for pollution response and diving by districts, field, area and Headquarters units. [old ECV-3 1.k]

- l.** Manage the technical aspects of pollution response under the National Contingency Plan and the diving program. Provide technical assistance and liaison to marine environmental response and diving program managers for development and administration of training programs. [old ECV-3 1.l]
- m.** Provide direct engineering support to strike teams and diving units. [old ECV-3 1.m]
- n.** Provide recommendations and liaison for the management of ocean engineering and engineering physics postgraduate education programs and officer specialty career programs. [old ECV-3 1.n]

**ENVIRONMENTAL MANAGEMENT DIVISION
(G-SCV-3)**

1. Under the direction and supervision of the Chief, Office of Civil Engineering, the Chief, Environmental Management Division shall: [old ECV-1 1. (amended)]
 - a. Develop and promulgate policy and procedures to direct the internal Environmental Management Program (EMP). The EMP includes planning functions associated with environmental laws and regulations, management of solid/hazardous waste, hazardous materials, air, water, wastewater, drinking water, pollution prevention, remediation of sites contaminated by past practices, and stewardship of natural, cultural, and historic resources. [combined ECV-1 1.a & 1.b (amended)]
 - b. Represent the Coast Guard at the national level to the USEPA, other federal agencies, and state and local environmental agencies. [old ECV-1 1.d]
 - c. Monitor the status and evaluate the effectiveness of environmental projects to remediate land, air, and water (including groundwater) contamination. Prepare required reports for Congress, DoT and EPA. [old ECV-1 1.c (amended)]
 - d. Institute a service-wide environmental training program. [old ECV-1 1.f]
 - e. Manage an integrated database system that tracks the progress and status of the environmental programs and projects, including the underground storage tank program, Environmental Compliance Evaluations (ECEs), site investigations and facility status. [old ECV-1 1.h (amended)]
 - f. Assist other Coast Guard programs in utilizing the National Environmental Policy Act (NEPA) and related legislation and regulations to make environmentally sound decisions. [combined ECV-1 1.i & 1.j (amended)]
 - g. Review proposed environmental legislation, laws and regulations to identify impacts on Coast Guard missions. [old ECV-1 1.l (amended)]
 - h. Publish and maintain the EMP Manual (One Book), the Commander's Guide to Environmental Compliance, and related instructions and publications. [old ECV-1 1.m (amended)]
 - i. Provide technical support to Headquarters units on environmental questions, conducting ECEs and providing funding for environmental projects. [new]
 - j. Develop budget requests for personnel and financial resources to support the Environmental Compliance and Restoration Program. [old ECV-1 1.c]

**OFFICE OF AERONAUTICAL ENGINEERING
(G-SAE)**

1. Under the general direction and supervision of the Director of Engineering, the Chief of the Office of Aeronautical Engineering shall:
 - a. Coordinate and supervise military and civilian personnel management responsibilities including ensuring that necessary actions required by personnel management procedures are accomplished. [old G-EAE 1.a]
 - b. Participate with Commandant (G-ACS) in the negotiation of contracts for the installation, repair, maintenance, and alteration of aircraft, engines, and related equipment; make final determinations as to acceptance terms and conditions included in such contracts insofar as dates of delivery, plans, specifications, and characteristics of the items desired are concerned. [old G-EAE 1.b]
 - c. Transmit requests for procurement to Commandant (G-ACS) accompanied, when appropriate, by detailed plans, specifications, etc. [old G-EAE 1.c]
 - d. Follow up on contract performance insofar as inspections, tests, and technical judgments are necessary or desirable to assure compliance; assist in contract expediting as required. [old G-EAE 1.d]
 - e. Ensure any technical data packages obtained meet Continuous Acquisition and Life-cycle Support (CALS) standards. [New]
 - f. Furnish progress, scheduling and materiel requirement information concerning the installation, repair, maintenance, and alteration of aircraft, engines, and related equipment. [old G-EAE 1.f]
 - g. Coordinate preliminary budget estimates, make allotment decisions for funds allocated to the division, and pass on obligations for items to be charged against field allotments in those instances where prior Headquarters authorization is required. [old G-EAE 1.g]
 - h. Review boards of survey concerning aeronautical engineering materiel. [old G-EAE 1.h]
 - i. Initiate requests for research and development (R&D) special studies, analyses, and projects which involve new aeronautical concepts, systems, and hardware for the Coast Guard inventory. Work closely with R&D staff in such development efforts. [old G-EAE 1.i]
 - j. Prepare proposed technical approaches in response to tentative operational requirements. [old G-EAE 1.j]
 - k. Monitor and make recommendations concerning the training and assignment of officers to aeronautical engineering duty. Participate as a voting member of selection boards for aircraft maintenance officer and aeronautical engineering post graduate training programs. Coordinate activities of DUINS students at post graduate school for Commandant (G-SAE) sponsored programs. [old G-EAE 1.k]
 - l. Manage the Coast Guard aeronautical engineering maintenance programs including, but not limited to: avionics, ground support equipment, rescue and survival equipment, computerized aircraft maintenance, and aviation maintenance information system. [old G-EAE 1.l]

- m. Assist District Commanders in maintaining aviation unit facilities and support spares to adequately repair, maintain, outfit, and alter aircraft, engines, and related equipment. [old G-EAE 1.m]
- n. Schedule visits to district offices, MLC's, and aviation units by members of Commandant (G-SAE) and ARSC to coordinate engineering effort in support of Coast Guard aviation. [old G-EAE 1.n]
- o. Coordinate Commandant (G-SAE) work assigned to ARSC. Function as the central contact and approving authority for work desired by other elements and for all matters which affect ARSC's ability to perform its primary mission. [old G-EAE 1.o]
- p. Serve as Program Officer for Coast Guard ARSC. [old G-EAE 1.p]
- q. Coordinate Commandant (G-SAE) work assigned to the Aircraft Program Offices (APO's). Function as the central contact and approving authority for work desired by other elements and for all matters which affect the APO's ability to perform their primary mission. [old G-EAE 1.q]
- r. Provide input to Planning Proposal Review Boards (PPRB's) involving aeronautical engineering matters. [old G-EAE 1.r]
- s. Identify outside resources (8a contractors, etc.) to provide management studies, personnel studies, logistic studies, and ADP studies in support of Commandant (G-SAE) programs. [old G-EAE 1.s]
- t. Supervise the Coast Guard liaison office at Warner Robins Air Force Logistics Command. Provide tasking and approve/coordinate work desired by other elements. [old G-EAE 1.t]
- u. Select and direct aviation maintenance officers, technical specialists, and ARSC personnel to participate as members of aviation Mishap Analysis Boards (MAB's). [old G-EAE 1.u]
- v. Review aviation mishap board reports. Serve as voting member on the Commandant's Aviation Safety Board. [old G-EAE 1.v]
- w. Initiate and approve Maintenance Management Reviews (MMR's). Assign action items and approve plan of action. [old G-EAE 1.w]
- x. Provide input for responses to Q&A's from Congress, OMB, OST, Commandant (G-CCS) elements, and outside news media. [old G-EAE 1.x (amended)]

**AERONAUTICAL ENGINEERING PROGRAM MANAGEMENT DIVISION
(G-SAE-1)**

1. Under the direction and supervision of the Chief, Office of Aeronautical Engineering, the Chief, Aeronautical Engineering Program Management Division, shall:
 - a. Provide aeronautical engineering technical analytical services for Commandant (G-SAE). [old G-EAE-1 1.a]
 - b. Prepare and submit data for budgetary justification purposes. [old G-EAE-1 1.d]
 - c. Input appropriate data for annual budget submissions and OE RCP's to Commandant. [old G-EAE-1 1.g (amended)]
 - d. Prepare quarterly management overview for status reviews. [old G-EAE-1 1.j (amended)]
 - e. Determine integrated logistics support and funding requirements and update as changes occur. [old G-EAE-1 1.m]
 - f. Coordinate and review all study efforts within the Office of Aeronautical Engineering. [old G-EAE-1 1.n]
 - g. Review and evaluate program performance, effectiveness and benefits. Provide appropriate analytical assistance to the other Division Chief. [old G-EAE-1 1.o]
 - h. Coordinate, review, and recommend necessary reprogrammings between projects and/or functions. [old G-EAE-1 1.q]
 - i. Coordinate the administrative logistics requirements for the office. [old G-EAE-1 1.r]
 - j. Prepare management reports for the office. [old G-EAE-1 1.v]
 - k. Manage the aircraft, life support equipment, and avionics maintenance programs for assigned aircraft. Management of these programs includes, but is not limited to: [old G-EAE-3 1.e]
 - (1) Programmed Depot Maintenance (PDM) programs.
 - (2) Aircraft configuration control.
 - (3) Initiating and reviewing technical directives.
 - (4) Developing policies to improve maintenance effectiveness and aircraft reliability.
 - (5) Monitoring aircraft computerized maintenance programs.
 - l. Monitor the logistical support of assigned aircraft and installed avionics systems. [old G-EAE-3 1.c and G-EAE-4 1.i (amended)]
 - (1) Provide technical guidance in the procurement and maintenance of replacement items, spare parts, and special equipment.

- (2) Coordinate the policy and planning functions related to the installation, maintenance, and support of all airborne electrical and electronic systems, their attendant ground support, and special test equipment.
- m. Assist the Acquisition Directorate in major procurement programs for assigned aircraft, engines, avionics, and special equipment. [old G-EAE-3 1.b]
- n. Develop cost estimates, price determinations, and specifications for procurement, modification, programmed depot maintenance (PDM), and support of assigned aircraft and aircraft being considered for inclusion in the Coast Guard inventory. [old G-EAE-3 1.d]
- o. Review G-SAE-2 project implementation plans to ensure adequate resources will be available to support all maintenance and logistics aspects before proceeding from the development/procurement phase to the production/operational phase. [New]
- p. Provide, or coordinate, assistance to Coast Guard and DOD elements on matters relating to the development of technical studies, engineering analyses, maintenance, alterations, repair, and other special projects related to assigned aircraft. [old G-EAE-3 1.f]
- q. Monitor the activities of the Prime Units and ARSC regarding Headquarters assigned projects. [old G-EAE-3 1.g and G-EAE-4 1.j (amended)]
- r. Provide Coast Guard representation on various technical committees. [old G-EAE-3 1.h and G-EAE-4 1.k]
- s. Monitor technical progress in the field of aeronautical engineering. [old G-EAE-3 1.b,i and G-EAE-4 1.g,m (amended)]
- (1) Remain abreast of new developments for possible application to Coast Guard aviation programs.
- (2) Plan for the development and procurement of equipment to meet future Aeronautical Engineering requirements.
- t. Serve as technical subject matter specialist for assigned aircraft and provide inputs to Commandant (G-S) and Commandant (G-SAE) as required. [old G-EAE-3 1.j]
- u. Provide technical input in the review of preliminary or detailed plans for construction or alteration of facilities for assigned aircraft. [old G-EAE-3 1.k]
- v. Maintain liaison with technical avionics programs at ARSC, ATTC, and other Coast Guard elements including, but not limited to: [old G-EAE-4 1.d,e,f]
- (1) Maintain liaison with ATTC concerning avionics and electrical courses.
- (2) Act as subject matter specialist for all aircraft electrical and avionics related matters including training, course curriculum content, and enlisted rating qualifications for the AT and AE rates. Coordinate with the Commandant (G-SRF), ATTC, and Prime Units.
- (3) Oversee the Coast Guard aviation TEMPEST program. Ensure the program remains consistent with National, DOT, and Coast Guard policy. Monitor aviation compliance.
- w. Provide liaison with other military and non-DOD users of similar type aircraft, engines, avionics, and special equipment. Administer the Navy-Type-Navy-Owned (NTNO) avionics equipment program. [old G-EAE-3 1.i and G-EAE-4 1.i (amended)]

- x. Maintain liaison with the U.S. Air Force at Warner Robins USAF Base via the CG Liaison Officer. The CG Liaison Officer shall: [New]
 - (1) Advise appropriate staff components within USCG Headquarters of all aeronautical engineering matters under development by the U.S. Air Force which may be of interest or value to the USCG.
 - (2) Monitor USAF procurement contracts involving USCG aircraft or related components; act as agent for the Commandant in all engineering and technical matters where USCG/USAF aeronautical engineering coordination is required.
 - (3) Perform special services as required, due to the advantageous location of the Liaison Section at Warner Robins AFB.
 - (4) Furnish assistance and guidance to USCG units and personnel on request whenever USAF coordination at Warner Robins AFB is required.
- y. Provide assistance to aviation units on matters relating to aircraft salvage. [old G-EAE-3 1.m]
- z. Manage the Joint Oil Analysis Program (JOAP). Provide funding and liaison with DOD for JOAP program. [old G-EAE-1 1.u]
- aa. Manage the Reliability Centered Maintenance (RCM) Program. [New]
- bb. Administer the minor procurement programs for assigned aircraft, engines, and special equipment. [old G-EAE-3 1.a]
- cc. Coordinate the administration of all aircraft maintenance industrial systems that are common to both fixed wing and rotary wing aircraft including, but not limited to, pollution prevention, hazardous materials management, accident prevention, and industrial applications. The industrial systems manager shall: [New]
 - (1) Establish and monitor maintenance management procedures to limit the pollution potential at air stations.
 - (2) Establish and monitor maintenance procedures for compliance with environmental regulations.
 - (3) Provide input on hazardous materials application to improve hazardous waste minimization.
 - (4) Serve as division liaison with DOD and civilian agencies regarding environmental management and industrial standards within the aviation industry.
 - (5) Serve as the technical subject matter specialist for the industrial standards of aircraft maintenance.
 - (6) Provide assistance to aviation units on matters relating to industrial systems.
 - (7) Provide technical assistance, as required, to other Coast Guard elements in the development and implementation of environmental management and industrial safety regulations and guidelines that may impact on aircraft maintenance.

- (8) Maintain technical expertise by staying abreast of the latest technologies in environmental management, accident prevention, and maintenance standards within the aviation industry through conferences, meetings, and training

**AERONAUTICAL ENGINEERING PROJECTS DIVISION
(G-SAE-2)**

1. Under the direction and supervision of the Chief, Office of Aeronautical Engineering, the Chief, Aeronautical Engineering Projects Division shall:
 - a. Prepare recommendations for annual AC&I billet requirements. Prepare AC&I personnel and administrative support resource requirement RCP's. [old G-EAE-1 1.e]
 - b. Develop specifications for new equipment to satisfy operational requirements. [old G-EAE-4 1.b]
 - c. Supervise the design, procurement, and installation phases of assigned acquisition projects including attendant ground support and special test equipment. [old G-EAE-4 1.a]
 - d. Manage acquisition projects using assigned project managers. The project manager shall: [old G-EAE-4 1.n]
 - (1) Ensure that projects are managed in compliance with DOT and USCG directives, guidance from higher authority, and sound business practices.
 - (2) Manage all aspects of each project to meet approved cost, schedule, performance, and support goals.
 - (3) Act as Contracting Officer's Technical Representative (COTR) to ensure that the provisions of assigned contracts are carried out. Manage contractor support as required.
 - (4) Act as the central focal point for information within the Coast Guard for the project assigned. Answer inquiries from higher authority and provide project liaison with ARSC, DOD, DOT, and other Coast Guard segments.
 - (5) Develop and coordinate project planning and execution documents such as Project Master Plan (PMP) in accordance with standard guidance.
 - (6) Develop and maintain a project implementation plan which defines how responsibility for acquired systems, including their associated logistic support, will be transferred from the development/installation stage to the operational stage.
 - (7) Coordinate RCP preparation with Commandant (G-SAE-1). Coordinate solicitation or reprogramming actions as required to meet changes in requirements with Commandant. [old G-EAE-1]

**OFFICE OF NAVAL ENGINEERING
(G-SNE)**

1. Under the general direction and supervision of the Director of Engineering, the Chief, Office of Naval Engineering shall:
 - a. Provide overall management of the naval engineering program supporting all cutters and standard boats. [new]
 - b. Direct the overall execution of vessel maintenance funds (AFC-45). [old G-ENE 1.a (amended)]
 - c. Provide standards, guidance and specific policies for design, construction, alteration and maintenance of cutters and standard boats. [old G-ENE 1.b (amended)]
 - d. Provide naval engineering representation in the vessel configuration control process. [old G-ENE 1.e (amended)]
 - e. Coordinate with the Research and Development Program on initiatives relating to naval engineering. [old G-ENE 1.f (amended)]
 - f. Serve as the program manager for the Coast Guard YARD and Engineering Logistics Center (ELC). [old G-ENE 1.g (amended)]
 - g. Provide support in contract negotiations for the construction, installation, repair, maintenance and alteration for cutters and standard boats. [old G-ENE 1.g (amended)]
 - h. Perform project manager functions in support of vessel new construction, renovation and alteration projects assigned to the Platforms Directorate. [old G-ENE 1.k (amended)]
 - i. Maintain an overview of the Naval Engineering program and monitor its effectiveness. [old G-ENE 1.l]
 - j. Provide guidance on issues concerning the training, manning level standards, qualification and assignment of personnel to naval engineering duty. [old G-ENE 1.n (amended)]
 - k. Supervise the naval engineering postgraduate students and provide liaison for the Coast Guard Academy naval engineering program. [old G-ENE 1.n (amended)]
 - l. Maintain liaison with G-A Project Managers and provide task leaders when AC&I billets are authorized to provide naval engineering technical support for vessel projects. [old G-ENE-1.a.(1) (amended)]

**NAVAL ENGINEERING PROGRAM MANAGEMENT DIVISION
(G-SNE-1)**

1. Under the direction and supervision of the Chief, Office of Naval Engineering, the Chief, Naval Engineering Program Management Division shall:
 - a. Develop, and coordinate preparation of, review for programmatic compliance, and submit for approval and promulgation technical, maintenance and design philosophy and standards for cutters and standard boats. [old G-ENE-3 1.a]
 - b. Assist other Headquarters program managers concerning the training, manning level standards, qualification and assignment of personnel to naval engineering duty and provide career guidance to naval engineering specialists. Supervise the naval engineering postgraduate students and provide liaison for the Coast Guard Academy naval engineering program. [old G-ENE 3.e]
 - c. Be responsible for the execution of the vessel maintenance (AFC-45) program. Provide planning documents and budget estimates for cutter and standard boat maintenance funds. [old G-ENE 3.j]
 - d. Sponsor all budget requests and provide input to RCPs related to vessel maintenance and naval engineering program personnel resources. [old G-ENE-3 1.l]
 - e. Serve as the Program Officer for the Coast Guard Yard and the Engineering Logistics Center. [old G-ENE-3 1.m (amended)]
 - f. Coordinate naval engineering measures of effectiveness. [old G-ENE-3 1.s (amended)]
 - g. Prepare, review, and approve standards, guidance and specific policies for design, construction, alteration and maintenance of cutters and standard boats. [old G-ENE 1.b (amended)]
 - h. Coordinate with the Research and Development Program relative to new or improved naval engineering designs or operating and maintenance methods that have possible Coast Guard application. [old G-ENE 1.f (amended)]
 - i. Participate in the vessel configuration control process. [old G-ENE 1.e]

**NAVAL ENGINEERING PROJECTS DIVISION
(G-SNE-2)**

1. Under the direction and supervision of the Chief, Office of Naval Engineering, the Chief, Naval Engineering Projects Division shall:

a. Support and/or manage vessel AC&I projects by: [old G-ENE 1.a]

- (1) Designating a project officer (for G-E projects) or project task leader (for G-A projects) when billets are authorized. The G-E project officers perform the full range of project manager functions for their projects in accordance with their charters. [old G-ENE 1.a.(1)]
- (2) Participate in the project design and specification development. [old G-ENE 1.a.(2)]
- (3) Participate in the contract source evaluation process; includes establishing/recommending technical evaluation criteria, serving on Technical Evaluation Teams, Source Evaluation Boards and negotiating teams. [old G-ENE 1.a.(3)]
- (4) Provide technical liaison to RIO's, PROs and the Yard. [old G-ENE 1.a.(4)]
- (5) Participate in acceptance tests and trials. Chair or serve as a member of configuration control board (CCB). [old G-ENE 1.a.(5)]
- (6) Initiate or provide technical input to procurement requests including plans, justifications, specifications, statements of essential need, and other supporting data as appropriate. [old G-ENE 1.a.(6)]
- (7) Initiate Coast Guard Yard project orders in support of projects. [old G-ENE 1.a.(7)]
- (8) Prepare and maintain the Maintenance Plans for cutter/boat LSPs. [old G-ENE 1.a.(8)]

**DIRECTOR OF COMMAND, CONTROL, COMMUNICATIONS AND
COMPUTERS (C4)
(G-SC)**

1. **Mission.** To provide command, control, communications, computers and information systems in support of Coast Guard missions. [old G-T 1. (amended)]
2. **Functions.** Under the general direction and supervision of the Chief, Chief, Systems Directorate, the Chief of the Command, Control, Communications and Computers (C4) Directorate shall: [old G-T 2. (amended)]
 - a. Review requirements for, provide policy guidance to, and be the support director for the Coast Guard telecommunications system, automated information systems and electronics engineering systems. [old G-T 2.b]
 - b. Provide information systems support to fulfill management and operational requirements for Coast Guard operating and support programs. [old G-T 2.d]
 - c. Exercise technical control over assigned Headquarters units. [old G-T 2.e]
 - d. Conduct mobilization planning for telecommunications and information systems. [old G-T 2.f]
 - e. Provide guidance to achieve maximum effectiveness and efficiency of information technology, telecommunications and electronics support towards better administration in Area offices, maintenance and logistics commands, district offices and Headquarters units. [old G-T 2.g]
 - f. Participate, as necessary, in the test, evaluation, operational deployment and demonstration of research and development projects. [old G-T 2.h]
 - g. Develop a comprehensive information technology and telecommunications plan; promulgate policies for the control and application of the plan; provide direction and leadership in implementing the plan. [old G-T 2.i]
 - h. Establish and maintain liaison with governmental and private agencies in connection with telecommunications, radio assignments, information technology and electronics matters. [old G-T 2.j]
 - i. Develop and administer a comprehensive standards program. [old G-T 2.k]
 - j. When or where applicable, coordinate with departmental offices where matters of telecommunications policy is concerned. [old G-T 2.l]
 - k. Plan and sponsor RDT&E efforts to provide cost effective command, control and communications systems (C³) for the future. [old G-T 2.n]
 - l. Be responsible for the technical cognizance of C³ logistics planning and execution. [old G-T 2.o]
 - m. Serve as coordinator for Coast Guard participation on the Military Communications and Electronics Board. [old G-TA 1.m]

**OFFICE OF ELECTRONICS SYSTEMS
(G-SES)**

1. Under the direction and supervision of the Director of Command, Control, Communications and Computers (C4), the Chief of the Office Of Electronics Systems shall:
 - a. Establish and manage Coast Guard policy relating to identification and maintenance of electronics equipment installed on Coast Guard vessels or at shore facilities. Initiate actions where equipment reliability or maintainability improvements are needed. [old G-TES 1.a. (amended)]
 - b. Establish and maintain Coast Guard policy and coordinate activity with the Engineering Logistics Command (ELC) and the Logistics Policy Staff (G-SLP) in areas involving formalized configuration management of equipment, systems, vessel platforms and shore facilities where the equipment is installed. [old G-TES 1.b. (amended)]
 - c. Establish and maintain Coast Guard policy on the maintenance of Coast Guard operated, Navy owned electronics equipment (less avionics). Maintain liaison with the U.S. Navy to obtain Navy electronics equipment, spare parts and maintenance funds for Navy owned equipment on Coast Guard vessels. [old G-TES 1.c. (amended)]
 - d. Maintain liaison with Coast Guard logistics and management activities, providing them policy concerning electronics support matters. Perform all functions of System Management Engineering for all supported electronics equipment. [old G-TES 1.d. (amended)]
 - e. Serve as Supervisor and Headquarters coordinator for the Coast Guard Electronics Engineering Center (EECEN) and the COMDAC Support Facility (CSF). Provide policy and direct oversight of all electronics projects carried out by the Maintenance and Logistics Commands (MLCs). Provide acquisition liaison support for EECEN and CSF on procurements executed through the Acquisition Directorate at Headquarters. [new, based on old G-TES 1.o.]
 - f. Designate depot level repair service facilities for electronics equipment modules. Provide policy and oversight for these facilities. [old G-TES 1.f. (amended)]
 - g. Provide policy and technical guidance to field commands for supported electronics equipment and provide input into training program for Electronics Technicians (ETs). [old G-TES 1.g. (amended)]
 - h. Coordinate the management of projects for electronics systems on Coast Guard vessels except for communication equipments, ordnance, computers or engine room electronics through the engineering project staffs at EECEN, CSF and the MLCs. Provide policy and input for the allocation of and management oversight for all assigned allotments of AFC-30, AFC-42, USN support funding and AC&I resources involving electronics. Identify and initiate measures to maximize the efficient utilization of all funds in pursuing Coast Guard goals and objectives. [old G-TES 1.h. (amended)]
 - i. Assist project managers with AC&I projects for unique Coast Guard electronics systems including command, control, navigation and sensor systems (less communications, ordnance, computers, avionics and engine room electronics systems). [old G-TES 1.i. (amended)]
 - j. Coordinate and direct EECEN, CSF and the MLCs in their execution of level IV or below acquisition projects (AC&I or OE) throughout the complete project life-cycle, ensuring

the projects start with a formal requirements validation and an Integrated Logistics Support Plan (ILSP) is developed. Ensure configuration management is established using formal engineering change control and critical reviews. [old G-TES 1.j. (amended)]

- k. Coordinate and advise EECEN, CSF and the MLCs to ensure proper management of project activities throughout all project phases. Activities include conducting electromagnetic compatibility analysis and antenna configuration design, ensuring maintainability, addressing spare parts and maintenance philosophy, resolving CG-wide personnel impact, assisting with training program development and ensuring recurring funding and marketing project status and success. [old G-TES 1.k. (amended)]
- l. Monitor Coast Guard research and development activities involving electronics systems. [old G-TES 1.l. (amended)]
- m. Provide technical advice within the Coast Guard, and to domestic agencies and foreign governments regarding supported and custom electronics systems. [old G-TES 1.m.]
- n. Provide policy direction, as needed, to Area, District, and MLC Commanders for the operation, administration and inspection of Coast Guard ship and shore (selected units with a radio navigation mission) electronics systems. [old G-TES 1.n.]
- o. Provide input as necessary to the ELC to assist with their establishment of all Servicewide electronics maintenance contracts for electronics equipments. [old G-TES 1.e. (amended)]
- p. Review requirements for, provide policy guidance to, and be the support manager for Coast Guard electronics systems. Coordinate with program managers and establish policy for the initiation, design and development of Coast Guard wide cross-functional, cross-programmatic electronics based systems. [new]
- q. Establish and maintain liaison with governmental and private agencies in connection with electronics and integrated tactical systems (i.e. electronics, communications and computers) matters. Represent the Coast Guard and maintain liaison with other government and civilian agencies and professional organizations to promote inter-agency consistency and efficiency in the development of electronics systems. [new]
- r. Represent the Coast Guard on inter-agency committees and working groups on electronic and integrated tactical systems and civil navigation systems and other working groups and committees as directed by the Chief, Systems Directorate. [new]
- s. Serve as the principal advisor to the Chief, Systems Directorate on all matters and questions relating to electronic systems. [new]
- t. Provide input into training programs for Electronics Technicians (ETs). [old G-TES-3 1.g.]
- u. Provide final review and approval of all electronics Integrated Logistics Support Plans (EILSPs). [new (based on old G-TES-3 1.i.)]

**INTEGRATED SYSTEMS POLICY DIVISION
(G-SES-1)**

1. Under the general direction and supervision of the Chief of the Office of Electronics Systems (G-SES), the Chief of the Integrated Systems Policy Division shall:
 - a. Provide policy, planning, support and technical oversight for the design, development, and procurement of Coast Guard integrated and tactical electronics systems. [old G-TES-1 1.a. (amended)]
 - b. Provide management and coordination for electronic aspects of major projects such as Vessel Traffic Service System, new vessel procurement/construction (e.g. 47' MLB, BUSL, Coastal WPB, 110' WPB, 120' WPB, WLB/WLM COR) and major vessel overhauls (e.g., 210' WMCE MMA, 378' WHEC FRAM) and integrated shipboard command centers. [old G-TES-1 1.b.]
 - c. Assist Program and Facility Managers in long range planning for new operational requirements and related Resource Change Proposals (RCPs) as required and keep them advised of all electrical systems approaching obsolescence or difficult to support. [old G-TES-1 1.c.]
 - d. Maintain liaison with other Government and civilian agencies and professional organizations as necessary to promote interagency consistency and efficiency in the development of electronics systems. [old G-TES-1 1.d.]
 - e. Initiate requests, provide liaison and funding recommendations as required for special studies and projects to bring improved concepts, systems, and hardware into the Coast Guard inventory. [old G-TES-1 1.e.]
 - f. Represent the Coast Guard on inter-agency committees and working groups on integrated tactical electronics systems and on other committees and working groups as directed by the Chief of the Office Of Electronics Systems. [new]
 - g. Maintain liaison with industry to stay abreast of emerging technologies which may support program requirements. Provide appropriate information about these emerging technologies to Program Managers to allow them to make informed decisions on emerging technologies. [new]
 - h. Act as subject matter expert and policy manager for all integrated and tactical systems, overseeing the functions of the assigned Systems Maintenance Engineering Facility (SMEF) for each system. [old G-TES-3 1.f. (amended)]
 - i. Provide input into the development of Operational Logistics Support Plans (OLSPs). Ensure project managers at EECEN, CSF and MLCs develop and submit Integrated Logistics Support Plans (ILSPs) and Maintenance Support Outlines (MSOs) for approval as required. [old G-TES-3 1.i. (amended)]
 - j. Maintain and update the Coast Guard Electronics Manual, COMDTINST M10550.25, keeping it current with policies and procedures. [old G-TES-4 1.c. (amended)]

**SENSORS AND SUPPORT SYSTEMS POLICY DIVISION
(G-SES-2)**

1. Under the general direction and supervision of the Chief of the Office of Electronics Systems (G-SES), the Chief of the Sensors and Support Systems Policy Division shall:

- a. Provide policy, planning, support and technical oversight for Coast Guard projects relating to the design, testing, development, improvement, expansion, procurement, and installation of standard electronic sensor equipment. This includes but is not limited to shipboard radar systems, direction finders, navigation receivers and depth sounders. [old G-TES-2 1.b. (amended)]
- b. Provide policy, planning, support and technical oversight as required for Coast Guard operated navigation systems. Expertise will be provided on, but not limited to, LORAN-C, GPS, Differential GPS, marine radiobeacons and Short Range Aids to Navigation (SRAN) systems and equipment. [old G-TES-2 1.a. (amended)]
- c. Manage electronics sensors equipment and systems on Coast Guard vessels and shore units, including systems analyses and integration, specification development, electromagnetic compatibility tests and analyses, antenna configuration design, equipment procurement, inspection and staging, and development of technical documents. [old G-TES-2 1.c]
- d. Assist Program and Facility Managers in long range planning for new operational requirements and related Resource Change Proposals (RCPs) as required and keep them advised of all navigation systems approaching obsolescence or difficult to support. [old G-TES-2 1.d]
- e. Maintain liaison with other Government and civilian agencies and professional organizations as necessary to promote interagency consistency and efficiency in the development and use of these systems for navigational and ancillary purposes. [old G-TES-2 1.e]
- f. Represent the Coast Guard on inter-agency committees and working groups on electronic sensors and radionavigation systems and on other committees and working groups as directed by the Chief of the Office Of Electronics Systems. [new]
- g. Maintain liaison with industry to stay abreast of emerging technologies which may support program requirements. Provide appropriate information about these emerging technologies to Program Managers to allow them to make informed decisions on emerging technologies. [new]
- h. Establish and maintain Coast Guard policy on the maintenance of Coast Guard operated, Navy owned electronics equipment (less avionics). Maintain liaison with the U.S. Navy to obtain Navy electronics equipment, spare parts and maintenance funds for Navy owned equipment on Coast Guard vessels. [old G-TES-3 1.b. (amended)]
- i. Maintain liaison with Coast Guard logistics and management activities concerning electronics equipment support matters. [old G-TES-3 1.c. (amended)]
- j. Act as subject matter expert and policy manager for all sensors, support and navigation systems, overseeing the functions of the assigned Systems Maintenance Engineering Facility (SMEF) for each system. [old G-TES-3 1.f. (amended)]

- k. Provide input into the development of Operational Logistics Support Plans (OLSPs). Ensure project managers at EECEN, CSF and MLCs develop and submit Integrated Logistics Support Plans (ILSPs) and Maintenance Support Outlines (MSOs) for approval as required. [old G-TES-3 1.i. (amended)]

**OFFICE OF COMMUNICATIONS SYSTEMS
(G-STM)**

1. Under the general direction and supervision of the Director of Command, Control, Communications and Computers (C4), the Chief of the Office Of Communications Systems shall:
 - a. Serve as program manager for Coast Guard telecommunications. Establish requirements for all Coast Guard National level telecommunications systems to include voice, message, data and image transport services to Coast Guard units, including connection to external agencies and the civil maritime community. Develop the telecommunications portion of G-S's Business Plan. Maintain the Telecommunications Plan and prioritize all telecommunications-related budget, R&D proposals and capital investment decisions. [old G-TTM 1.a. (amended)]
 - b. Establish policy and promulgate procedures for operation of all Coast Guard telecommunication systems. [old G-TTM 1.b.]
 - c. Provide policy guidance, prioritization and resources to the Coast Guard Telecommunications and Information Systems Command to Coast Guard telecommunications resources and implement the Telecommunications Plan. [old G-TTM 1.j. (amended)]
 - d. Manage the radio spectrum assets of the Coast Guard and other DOT administrations (less FAA and RSPA). Obtain spectrum availability authorization (OMB-A11) for CG/DOT radio systems. [old G-TTM 1.g. (amended)]
 - e. Serve as subject matter expert and ensure implementation of radiocommunications/navigation standards and regulations (national, international, statutory and treaty) affecting the civil maritime community. Represent the Coast Guard and the civil maritime community before organizations developing radio regulatory standards and policies. [old G-TTM 1.e. (amended) and 1.i. (amended)]
 - f. Oversee implementation of national and international maritime distress and safety radiocommunications services. Represent the Coast Guard and U.S. maritime safety interests before the International Telecommunications Union. [old G-TTM 1.f. (amended)]
 - g. Head the U.S. delegation International Maritime Organization (IMO) Radiocommunications and Search and Rescue Subcommittee. [old G-TTM 1.c. (amended)]
 - h. Develop and refine national and federal telecommunications policies through internal Coast Guard initiatives and by participating in national/federal committees. [old G-TTM 1.d. (amended)]
 - i. Represent the Coast Guard for military telecommunications capabilities, interoperability and planning with the Department of the Navy (N6), Joint Staff (J6) and Military Communications Electronics Board (MCEB). [new]
 - j. Administer the Coast Guard Communications Security (COMSEC), COMSEC Material System (CMS), Communications Tactical (COMTAC), and NATO communications programs. Provide policy, guidance, support, and availability of COMSEC equipment and keying material. Participate in the development of secure communications plans and

policy. Provide direct CGHQ support as NATO control, Top Secret Control, CMS and STU-III accounts manager, and COSMIC control. Serve as the Coast Guard NATO sub-registry. Support Coast Guard participation in Communications Interoperability Working Group (CIWG). [old G-TPS 1.e.]

- k. Implement, monitor and provide direction regarding compliance with DoT, OMB, GSA and Federal Automated Information Systems (AIS) security and standards directive, including the Computer Security Act of 1987. Ensure development, implementation and maintenance of contingency and disaster recovery plans related to telecommunications and computer operations and security. [old G-TPS 1.d.]

**TELECOMMUNICATIONS POLICY DIVISION
(G-STM-1)**

1. Under the direction and supervision of the Chief of the Office of Communications Systems (G-STM), the Chief of the Telecommunications Policy Division shall:
 - a. Maintain and coordinate development and promulgation of policy and promulgate procedure guidance for operation of Coast Guard telecommunications systems. [old G-TTM-1 1.a.]
 - b. Maintain the Telecommunications Plan and implement plans to support budget requests. Provide support and input to Commandant to develop and maintain strategic Information Resources Management and Telecommunications Plans. [old G-TTM-1 1.b.]
 - c. Provide overall direction to the Coast Guard Telecommunications and Information Systems Command for operation, development and configuration management of Coast Guard telecommunications equipments, systems, and networks. Provide Commandant's validation of approved changes. Represent G-S on the Telecommunications System Configuration Control Board. [old G-TTM-1 1.c. (amended)]
 - d. Ensure compatibility of Coast Guard telecommunications plans and policies with those of DOT, the U.S. Navy and other agencies. Advise G-S on telecommunications matters considered by the NAVGARD Board and subsidiary working groups. [old G-TTM-1 1.d. (amended)]
 - e. Provide policy guidance and plans for the Coast Guard secure communications program. [old G-TTM-1 1.e.]
 - f. Coordinate mobilization requirements for the Coast Guard Telecommunications System. [old G-TTM-1 1.f.]
 - g. Review and monitor programs and projects involving C3 systems to ensure compatibility with Coast Guard long-range telecommunications plans, policies and objectives. [old G-TTM-1 1.g.]
 - h. Coordinate with the Coast Guard Telecommunications Systems Command to formulate the Coast Guard telecommunications program annual budget. [old G-TTM-1 1.h.]
 - i. Provide Coast Guard Telecommunications Program guidance in the form of Telecommunications Plans, policies, and new or revised operational requirements to the Coast Guard Telecommunications and Information Systems Command as planning factors for resource allocations and budget requests. [old G-TTM-1 1.j.]
 - j. Coordinate long term budget planning for the Coast Guard Telecommunications System, including Issues/Resource Change Proposals/5-year IRM Plan/Capital Investment Plan. [old G-TTM-1 1.k. (amended)]
 - k. Manage Coast Guard participation in the Military Communications Electronics Board (MCEB) panels and provide technical support to the Principal (G-S) and Coordinator (G-STM). [new]
 - l. Manage the Coast Guard (CG) TEMPEST program including dissemination of National Security Agency's (NSA's) and TEMPEST Advisory Group's (TAG's) policies and requirements. [old G-TPS-4 1.a.]

- m. Manage the Field Technical Authority (FTA) program. Provide for site surveys and inspections. Review all FTA reports. Review all Instrumented TEMPEST survey. [old G-TPS-4 1.j.]
- n. Serve as controlling authority for Inter-Agency drug law enforcement keying material. [old G-TPS-4 1.l.]
- o. Establish new support programs for security as the Coast Guard inventories of COMSEC equipments grow. [old G-TPS-4 1.m.]
- p. Serve as Controlling Authority for Coast Guard Global Positioning System (GPS) COMSEC requirements. Coordinate with USSPACECOM and contractors/civil organizations to provide GPS COMSEC information. [old G-TPS-4 1.n.]
- q. Serve as the NSA-designated Command Authority for STU-III (Secure Telephone Unit) (Type I and Type II) program. Monitor and validate User Representatives within the Coast Guard. Coordinate the control and ordering of STU-III terminals and crypto ignition keys (CIK) within the Coast Guard. [old G-TPS-4 1.o.]
- r. Provide COMSEC input for the coordinated development of Coast Guard secure communications plans and policy. [old G-TPS-4 1.p. (amended)]
- s. Provide support to the Communications Interoperability Working Group (CIWG) key management sub-working group. [old G-TPS-4 1.q.]
- t. Serve as Classified Material Control Officer (CMCO) for G-STM. [old G-TPS-4 1.r. (amended)]
- u. Implement and monitor Coast Guard compliance with Department of Transportation (DOT) and Federal Information Processing Systems (FIPS) security and standards directives. Prepare and maintain FIPS security and standards manuals. Provide direction and guidance on adhering to requirements defined in FIPS security and standards manuals. [old G-TPS-4 1.b.]
- v. Plan, coordinate and monitor risk assessments and sensitive application certifications in accordance with OMB A-130. Select and approve risk assessments and sensitive application certifications methodologies that will be used in the Coast Guard. [old G-TPS-4 1.c.]
- w. Provide policy guidance for Coast Guard compliance with the Computer Security Act 1987. Plan and coordinate preparation of FIPS Plans for submission to DoT. [old G-TPS-4 1.d.]
- x. Provide policy guidance regarding contingency and disaster recovery planning for FIPS within the Coast Guard. Monitor compliance with contingency and disaster planning requirements. Coordinate and assist Coast Guard activities with the development of contingency and disaster recovery plans. [old G-TPS-4 1.e.]
- y. Plan, develop and promulgate FIPS security and standards awareness programs within the Coast Guard. Prepare materials and tools for training users, management personnel and security officers, in all phases of FIPS security. Assist Coast Guard activities in implementing and managing security and standards awareness programs. [old G-TPS-4 1.f.]

- z.** Survey and identify software tools and information system services that will enhance the level of FIPS security within the Coast Guard. Provide technical guidance regarding the FIPS security requirements for Coast Guard-wide and Headquarters FIPS hardware and software acquisitions. [old G-TPS-4 1.g.]
- aa.** Serve as DoT's Alternate Representative to NSA TAG. [old G-TPS-4 1.h.]
- ab.** Serve as the Coast Guard Representative to DoT TAG. [old G-TPS-4 1.i.]

**SPECTRUM MANAGEMENT AND REGULATORY AFFAIRS DIVISION
(G-STM-2)**

1. Under the direction and supervision of the Chief of the Office of Communications Systems (G-STM), the Chief of the Spectrum Management and Regulatory Affairs Division shall:
 - a. Provide radio frequency resources for Coast Guard units and Department of Transportation, Office of the Secretary and DoT administrations (less FAA and RSPA) radiocommunications and navigation systems, based upon availability search, coordination and interference predictions. Manage the radio spectrum assets of the Coast Guard and DoT (less FAA and RSPA). Maintain the Coast Guard Radio Frequency Plan. [old G-TTM-3 1.a., 1.c. (amended)]
 - b. Review and apply for national frequency assignments with the National Telecommunications and Information Administration (NTIA). Where necessary, review and apply for international frequency registration and protection with the International Telecommunications Union. Review applications for frequency assignments to NTIA and ITU by other agencies and administrations, to protect Coast Guard and DoT radio systems from harmful interference. [old G-TTM-2 1.b. (amended), G-TTM-3 1.c., 1.f. (amended)]
 - c. Represent the Coast Guard, the Department of Transportation, Office of the Secretary and DoT administrations (less FAA and RSPA) on the Interdepartment Radio Advisory Committee, its subcommittees and adhoc groups. [old G-TTM-3 1.c. (amended)]
 - d. Obtain spectrum availability authorization (OMB-A11) for new Coast Guard and DoT (less FAA and RSPA) radio systems. [old G-TTM-2 1.d.]
 - e. Manage enforcement of radio regulations (e.g. violations) with the Federal Communications Commission (FCC), National Telecommunications and Information Administration (NTIA), or other agencies. [old G-TTM-3 1.g.]
 - f. Maintain Coast Guard and Department of Transportation (less FAA and RSPA) requirements in the NTIA Emergency Readiness Plan for use of the Radio Spectrum (ERP). [old G-TTM-3 1.e.]
 - g. Serve as chairman of the U.S. Shipping Coordination Committee's Safety of Life at Sea (SOLAS) working group on radiocommunications and search and rescue, and administer U.S. representation at the International Maritime Organization (IMO) Radiocommunications and Search and Rescue Subcommittee. [old G-TTM 1.c (amended)]
 - h. Represent the Coast Guard and the civil maritime community before organizations developing radio regulatory standards and policies. Serve as subject matter expert and ensure implementation of radiocommunications/navigation standards and regulations (national, international, statutory and treaty) affecting the Coast Guard and civil maritime community. [old G-TTM-2 1.a.,h.,l.,& k. (amended)]
 - i. Represent the Coast Guard at World Radio Conferences, Sector for Radiocommunications, and other conferences of the International Telecommunications Union, and U.S. committees established to develop U.S. positions at these conferences. [old G-TTM 1.e. (amended)]

- j. Represent the Coast Guard at International Association of Lighthouse Authorities Radionavigation Committee in matters involving ITU, radio regulations and standards. [old G-TTM 1.e. (amended)]
- k. Coordinate all Coast Guard positions on Federal Communications Commission rulemaking. [old G-TTM 1.e. (amended)]
- l. Undertake radio engineering studies, projects and trials to support new telecommunications systems or changing regulations needed to meet national maritime or Coast Guard operational requirements. Perform technical studies, projects and trials in support of national and international spectrum planning. Perform technical studies to characterize and resolve cases of radio interference. [old G-TTM-2 1.b.,e.,g.,h.,& i. (amended)]
- m. Provide liaison to the civil maritime community for radiocommunications matters. Maintain liaison with the Radio Technical Commission for Maritime Services (RTCM), National Weather Service, Defense Mapping Agency, the International Maritime Satellite Organization (INMARSAT) and its U.S. signatory, COMSAT, and the Federal Communications Commission for matters affecting safety of life at sea. Oversee maritime distress and safety radiocommunications services. [old G-TTM-1 1.m. (amended)]
- n. Review, and when necessary develop, legislative initiatives affecting maritime safety communications. [old G-TTM 1.e. (amended)]

**OFFICE OF COMPUTING TECHNOLOGY
(G-STC)**

1. Under the direction and supervision of the Director of Command, Control, Communications and Computers (C4), the Chief, Office of Computing Technology, shall:
 - a. Oversee and direct the activities of all organizational elements in the Office of Computing Technology, including the establishment of Coast Guard-wide policy for and management of application software development (micro, mini and mainframe platforms); the acquisition, management and implementation of CG-wide standard computing platforms; the review of plans, designs, and specifications for CG-wide computer systems (hardware, software and incorporating data communications requirements); and the control, management and economical use of allotted funds. **[old G-TTC 1.a (amended)]**
 - b. Develop and maintain Coast Guard-wide IRM life cycle standards and general purpose corporate data bases. Coordinate with the Corporate Information Officer (CIO) Staff (G-SI) to establish policies on data sharing and access criteria to facilitate application systems integration/cross functionality. Establish and enforce software engineering standards. **[old G-TTC 1.b (amended)]**
 - c. Provide technical assistance and coordinate with G-SI to manage the Coast Guard IRM program and develop the Coast Guard IRM architecture including micro, mini and mainframe computer platforms, local area networks, data communications requirements (in conjunction with G-STM) and cross-functional information systems. **[old G-TTC 1.d (amended)]**
 - d. Provide expertise to the G-SI staff in direct support of the Coast Guard's Strategic IRM Program. **[old G-TTC 1.g (amended)]**
 - e. Participate on senior level IRM review boards and working groups chartered to address CG-wide IRM issues at the strategic and tactical level. Develop strategic plans and policy for a standard hardware and software infrastructure. **[new]**
 - f. Manage the CG-wide End-User Program focusing on emerging technologies, systems and personnel support issues and managing change. **[old G-TTC 1.c (amended)]**
 - g. Perform hardware and software studies assessing compliance with Coast Guard standards. Review cost-benefit analyses for major IRM proposals. **[old G-TA-2 1.c (amended)]**
 - h. Coordinate with program managers, and establish policy for the initiation, design and development of CG-wide cross-functional systems. **[old G-TTC 1.f (amended)]**
 - i. Coordinate with the Telecommunication and Information Systems Command (TISCOM) and the Electronics and Engineering Center (EECEN) to integrate data communications, information systems development, and implementation and support of computer platforms into a synergistic infrastructure ensuring interoperability between diverse Coast Guard, other government agencies' and public sector information technology systems. Coordinate, review and approve the budget planning and submission for TISCOM's Computer Platforms Division. Coordinate the EECEN Distributed Systems Division's customer support agreements. **[old G-TTC 1.h (amended)]**

- j. Sponsor and actively participate in major IRM acquisitions for CG-wide systems and services. The range of major acquisitions address the entire systems life cycle including acquisition, integration, conversion and implementation of: CG-wide standard information systems (commercially and internally developed); CG-wide micro and mini computer hardware systems; and operations and maintenance (O&M) services. Plan and/or manage the funding and project life cycle, and develop acquisition strategies to support a CG-wide networked microcomputing infrastructure. Provide management and technical oversight for IRM support contracts. [old G-TTC 1.f (amended)]
- k. Develop and manage the multi-million dollar central IRM fund for the acquisition, support and implementation of the CG-wide microcomputer program. Develop policy defining the scope and usage of the central fund. [new]
- l. Prepare planning documents including draft and final PPBES submissions, Acquisition Support Plans (ASPs), and relevant ADP planning documents. [new]
- m. Represent the Coast Guard on IRM policy and standards as inter-agency liaison with DOT, National Institute of Science and Technology, DOD, GSA, OMB, Congressional staffs and other government agencies as required. [old G-TTC 1.j (amended)]
- n. Act as the program manager for assigned headquarters units, specifically TISCOM(cpd), EECEN(cs) and the Operations Systems Center (OSC). [old G-TTC 1.l (amended)]

HARDWARE POLICY AND STANDARDS DIVISION (G-STC-1)

1. Under the general direction and supervision of the Chief, Office of Computing Technology, the Chief, Computing Infrastructure Standards Division, shall:
 - a. As the computer management expert for the CG standard microcomputer program end user: define the requirements for, identify, direct the evaluation, selection, acquisition and implementation of CG-wide standard computer products to include office automation applications, operating system upgrades, remote access software, system utilities, document exchange, forms implementation, etc. [old G-TTC-1 1.a (amended)]
 - b. Investigate emerging computing technologies for their potential for fulfilling Coast Guard information and office automation requirements. [old G-TTC-1 1.b]
 - c. Develop policies, procedures, requirements and configuration standards for the CG-wide standard microcomputer hardware and operating system software. Evaluate and certify end user products before fielding. [old G-TTC-1 1.d (amended)]
 - d. Within CG Headquarters, provide consultation to the Headquarters (dt) staff and program managers developing end-user (with the focus on commercial-off-the-shelf/office automation or departmental productivity applications for approved CG standard systems (hardware, software, data communications). [old G-TTC-1 1.e (amended)]
 - e. Provide CG-wide program management and policy for standard microcomputer operating system and office automation software. Coordinate Program Manager sponsorship for software programs written by CG personnel determined to be of value to multiple units. [old G-TTC-1 1.g]
 - f. Maintain awareness of end-user functions and requirements through site visits, workshops and electronic bulletin boards. [old G-TTC-1 1.h]
 - g. Develop plans and policy addressing CG-wide open systems standards. [new]
 - h. Develop policy governing and centrally manage/coordinate the CG-wide standard microcomputer personnel support program. [new]
 - i. Develop policy governing and centrally manage/coordinate the CG-wide standard microcomputer maintenance program. [new]
 - j. Develop policy governing and centrally manage/coordinate the CG-wide standard microcomputer training program. [new]
 - k. Provide assistance in designing training programs for major, cross-functional system products for mainframe, mini and microcomputers. [new]
 - l. Develop, implement and enforce standards addressing hardware and associated data communications interoperability (micro and minicomputer platforms). Coordinate with G-STC-2 to ensure that hardware, data communications and application systems standards are integrated and enforced. [new]

- m. In conjunction with G-STC-2 and TISCOM(cpd) define, implement and manage microcomputer inventory and configuration management systems. [new]
- n. In conjunction with G-STC-2 and TISCOMcpd, manage the acquisition and implementation of CG-wide standard microcomputer systems (hardware, operating system, data communications and applications software). [new]
- o. Serve as COTRs for other government agency micro and minicomputer contracts (e.g., Navy Tactical Computer contract, etc.) [new]
- p. Coordinate with G-STC-2, TISCOM and EECEN to develop Coast Guard-wide policy for standard microcomputer technology. Coordinate with OSC to develop Coast Guard-wide policy for standard minicomputer technology. [new]
- q. Represent the Coast Guard on IRM policy issues related to hardware and operating system interoperability; act as liaison with DOT, NIST, DOD, GSA, OMB, Congressional staffs and other government agencies as required. [new]

- j. Provide guidance on the selection and use of end-user and relational database management systems to meet centralized and/or distributed processing needs. [old G-TTC-3 1.f]
- k. Ensure that all areas of the IRM life cycle management standards and policies are compatible with IRM requirements and guidelines established by applicable authority including CG, DOT, GSA and OMB. [old G-TTC-2 1.d (amended)]
- l. Manage the Coast Guard-wide IRM standards program, including the development and enforcement of IRM life cycle, software engineering and project management standards. [old G-TTC-2 1.c (amended)]
- m. Develop and manage the central IRM fund. [new]

DEPARTMENT OF
TRANSPORTATION
U. S. COAST GUARD
4229 (Rev. 5-97)

DIGEST

APPROVAL: ☐

SIGNATURE: ☒

INFORMATION: ☐

FROM: CAPT M. Johnson

To: Chief of Staff

RE: G-CRC FUNCTIONAL STATEMENTS

1. G-CQM is requesting the functional statements from G-CRC in order to update the Coast Guard Organization Manual, COMDTINST M5400.7E. In the near future, we will need an update to your functional statements.

✓R

M. H. JOHNSON

SIGNER'S COMMENTS

U.S. Department
of Transportation

United States
Coast Guard



Memorandum

Subject: G-CRC FUNCTIONAL STATEMENTS

Date: 10 JAN 2001
5400

From: Chief of Staff

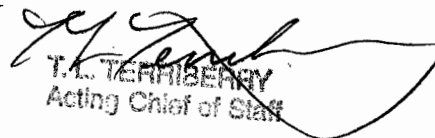
Reply to: G-CQM
Attn. of: CAPT M. Johnson
7-2353

To: Director of Resources

Ref: (a) Coast Guard Organization Manual, COMDTINST M5400.7E

1. G-CQM is in the process of updating reference (a). The official G-CRC Directorate functional statements [enclosure (1)] written in the early 1990's, prior to Streamlining, are outdated. Please provide updated G-CRC functional statements for this next edition of reference (a). The functional statements should not include division levels; please incorporate divisions (formerly branches) functions into the office statements.

2. The G-CQM point of contact for this request is Ms. Patty Taylor, 76695. An electronic version of enclosure (1) is available.

4/12

T.L. TERNBERRY
Acting Chief of Staff

Encl: (1) G-CRC Directorate Functional Statements

**United States
Coast Guard**



Memorandum

Date: 10 JAN 2001

5400

Reply to: G-CQM
Attn. of: CAPT M. Johnson
7-2353

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T. L. TERRIBERRY
Acting Chief of Staff

Encl: (1) G-CRC Directorate Functional Statements

ptaylor:1/7/02:pjt:G-COM:76695

[illegible]

PREVIOUS EDITIONS ARE OBSOLETE

#2002-000000

**DIRECTOR OF RESOURCES
(G-CRC)**

1. **Mission.** To direct the resource management activities of the Coast Guard relating to program planning, evaluation, programming and budgeting.
2. **Functions.** Under the general direction of the Chief of Staff, the Director of Resources shall:
 - a. Provide direction for the long-range planning and policy generation processes and ensure the integration of the processes with the Commandant's strategic vision, goals and specific strategic policies.
 - b. Provide direction for the programming portion of the PPBES through the review and coordination of current and proposed program priorities including determinations related to appropriation expenditure and capital investments. Oversee manpower planning and allocation for the service. Direct the development and coordination of a resource base management process.
 - c. Prepare and defend the Coast Guard's annual budget submissions/requests to the Secretary of Transportation, the Office of Management and Budget and the Congress.
 - d. Direct the development and administration of the program performance evaluation process, including development of program measures, in support of the PPBES. Ensure necessary interaction and coordination with all PPBES components, especially the financial/business evaluation elements under the Director of Finance and Procurement.
 - e. Oversee the interoffice coordination of programmatic and program related budget issues. Provide recommendations on programmatic resource management issues to the Chief of Staff and Commandant based on various staff assessments including review and analysis of program planning, priorities, and objectives; capital investment issues; budgetary factors; cross-program considerations; resource allocation; program performance; and quality improvement initiatives.
 - f. Provide direction and oversight on all fourteen Coast Guard Appropriations and funds, including external reporting and execution requirements. Coordinate closely with the Director of Finance and Procurement as appropriate.
 - g. Manage execution of the Operating Expenses (OE) Appropriation, providing overall control of budget execution through Allotment Fund Code (AFC) managers, and allocating and adjusting OE resources across AFC's in accordance with the Operating Stage (OPSTAGE) Budget and subsequent Chief of Staff approved programming decisions. Coordinate this function with the Director of Finance and Procurement.

- h. Manage execution of the Acquisition, Construction and Improvements (AC&I) Appropriation, providing overall control of budget execution through project managers, and allocating and adjusting AC&I resources in accordance with the OPSTAGE Budget and subsequent Chief of Staff approved programming decisions. Coordinate this function with the Director of Finance and Procurement.
- i. Serve as the Coast Guard's energy manager. Initiate policy and oversee the coordination of all elements involved with energy management.

BUDGET DIVISION (G-CBU)

1. **Mission.** To develop the budget estimates to properly reflect the financial requirements of the Coast Guard and to oversee the execution of the budget.
2. **Functions.** Under the general direction and supervision of the Director of Resources, the Chief, Budget Division shall:
 - a. Coordinate with Chief, Programs Division, to develop budget estimates for the annual budget submissions, assure that they properly reflect the financial requirements of the Coast Guard, and assist the Director of Resources in the presentation and defense of such estimates to the Office of the Secretary of Transportation (OST), the Office of Management and Budget (OMB) and the Congress.
 - b. Coordinate and review for each appropriation, the macro-level execution of all current year financial plans based on final Operating Stage funding levels; act on requests from Headquarters fund managers for modification(s).
 - c. Prepare operating stage financial plans and prepare requests for apportionment and reapportionment of funds including establishment and release of reserves.
 - d. Conduct special studies/analyses of the execution of financial plans and recommend reprogramming necessary for effective funds utilization.
 - e. Prepare budgetary reports as required by the Congress, OMB, OST and as may be required for internal administrative use.
 - f. Administer funds not specifically allotted to other components of organization, including Chief of Staff's Clearing Account-Allotment Fund Code (AFC)-40.
 - g. Coordinate all preparations and follow-up actions for Congressional hearings involving budget authorization or appropriations, and other hearings requiring the Commandant, Vice Commandant, Chief of Staff or Director of Resources to testify.
 - h. Provide input to Chief, Financial Management Division with regard to those portions of the Manual of Budgetary Administration (COMDTINST M7100.3 series) in which the Budget Division has a role and/or an interest.
 - i. Manage the Operating Expenses (OE) Appropriation Service-wide for the Director of Resources. This includes establishment and execution of annual financial plans, allocation and adjustments of funds to AFC managers, and promulgation of general policies and procedures for OE administration and management.

- j. Manage the Acquisition, Construction and Improvements (AC&I) Appropriation Service-wide for the Director of Resources. This includes establishment and execution of annual financial plans, allocation and adjustment of funds to project managers, and promulgation of general policies and procedures for AC&I administration and management. Budget, allocate and manage funds appropriated in the AC&I "Personnel and Related Support" category.

**BUDGET FORMULATION BRANCH
(G-CBU-1)**

1. Under the direction and supervision of the Chief, Budget Division, the Chief, Budget Formulation Branch shall:
 - a. Coordinate with the Program Review Branch, Programs Division, to translate policies, programs and priority lists into budget estimates for submission to the Office of the Secretary of Transportation (OST), the Office of Management and Budget (OMB), the Department of Justice (DoJ), Organized Crime Drug Enforcement Task Force (OCDETF), the Office of National Drug Control Policy (ONDCP) and the Congress.
 - b. Prepare all prescribed reports and all supporting and amplifying data for the OST Stage OMB Stage, Congressional Stage, ONDCP, and OCDETF budgets, as prescribed by OMB Circular A-11 and other official directives.
 - c. Prepare the Coast Guard's long range and current services budgets for presentation to OMB and the Congress.
 - d. Advise Chief, Budget Division in matters of budget formulation, including development of phased-time schedules for accomplishment.
 - e. Analyze selected pending legislation for Coast Guard impact.
 - f. Provide input to Chief, Financial Management Division with regard to those segments of the Manual for Budgetary Administration (COMDTINST M7100.3 series) related to budget formulation.
 - g. Prepare Resource Change Proposals (RCPs) for annualizations, military and civilian personnel pay adjustments, and cost-of-living increases for all stages of the annual budget submissions.
 - h. Apply the program budget distribution for all applicable appropriations for presentation in the Congressional Stage budget, the Administration's Annual Drug Requirements budget request, and the Coast Guard's Budget-In-Brief.
 - i. Prepare supplemental data (including BA and Outlay Baseline Data for budget estimating purposes) for OMB and Congressional Stage justifications.
 - j. Prepare the Coast Guard's Annual Budget-In-Brief.
 - k. Manage and operate all segments of the Coast Guard's portion of the President's electronic/on-line Budget Preparation System (BPS).

BUDGET EXECUTION BRANCH
(G-CBU-2)

1. Under the direction and supervision of the Chief, Budget Division, the Chief, Budget Execution Branch shall:
 - a. Perform the following functions, as appropriate, with respect to the Operating Expenses Appropriation; Acquisition, Construction, and Improvements Appropriation; Environmental Compliance and Restoration Appropriation; Alteration of Bridges Appropriation; Retired Pay Appropriation; Reserve Training Appropriation; Research, Development, Test, and Evaluation Appropriation; Boat Safety Account; Oil Spill Liability Trust Fund; Coastal Defense Augmentation Account; Coast Guard Yard Fund; Supply Fund; Gift Fund; and Miscellaneous Trust and Revolving Funds:
 - (1) Develop approved formal operating financial plans, including the tentative and final operating (OPSTAGE) budgets and OPSTAGE financial plans.
 - (2) Make formal requests to the Office of Management and Budget, via the Office of the Secretary of Transportation, for the apportionment of appropriations and for reapportionment when necessary.
 - (3) Submit prescribed reports on the management and status of appropriations, including quarterly outlay reports required by OMB Circular A-34.
 - (4) Provide as appropriate, guidance/advice to appropriation managers on externally-directed procedures, developed by OST, OMB and Congress, for ensuring that obligations and expenditures will not exceed the funds apportioned for any quarter (plus any unobligated funds carried over from the previous quarter or year).
 - (5) Ensure that any significant deviations from approved financial plans are justified, and that reprogramming of funds is accomplished in accordance with applicable laws, regulations and policy.
 - (6) Recommend actions to Chief, Budget Division in order to meet unprogrammed requirements.
 - b. Perform day-to-day management duties for macro-level execution of the Operating Expenses (OE) Appropriation. Coordinate with Allotment Fund Code (AFC) managers to develop recommendations on resource allocation and other OE budget execution issues.
 - c. Perform day-to-day management duties for execution of the Acquisition, Construction and Improvements (AC&I) Appropriation. Coordinate with project managers to develop recommendations on resource allocation and other AC&I budget execution issues.

- d. Coordinate refunds with other Coast Guard appropriations and reimbursables with external agencies.
- e. Administer Chief of Staff's Allotment Fund Code (AFC-40) and other funds not specifically allocated to other Headquarters staff elements.

- f. Coordinate the tracking of all reimbursable agreements for which the Coast Guard receives funds for goods or services provided. Coordinate distribution of reimbursable funds in the OPSTAGE budget, as well as during the course of the year as adjustments are made.
- g. Prepare the Program Budget distribution of all applicable appropriations and maintain program percentage trend charts for use in various budget and related documents and briefs.
- h. Using Program Budget, analyze facilities-based historical data to identify expenditures of budgetary resources by program for use by and at the request of various internal and external customers.
- i. Conduct various budget analyses on demand for, or as otherwise needed by Chief, Budget Division, Director of Resources, Chief of Staff and the Commandant.
- j. Provide input to Chief, Financial Management Division with regard to portions of the Manual of Budgetary Administration (COMDTINST M7100.3 series) pertaining to budget execution.
- k. Coordinate preparations for annual appropriations and authorization hearings before the Congress, and other hearings requiring the Commandant, Vice Commandant, Chief of Staff or the Director of Resources to testify.
- l. Ensure the Chief of Staff and the Director of Resources are aware of all other hearings involving Coast Guard witnesses. Coordinate, as necessary, the administrative requirements.
- m. Review pertinent legislation and regulatory actions in terms of budgetary impact and application.
- n. Identify requirements for submission of nonrecurring reports to Congress. Make necessary notification to action offices, track the status of each report while in preparation, and coordinate the review and submission process.
- o. Maintain a legislative resource library for use by CRC and other Headquarters organizational elements.

PLANS, POLICY AND EVALUATION DIVISION (G-CPP)

1. **Mission.** To initiate, review, coordinate, and evaluate Coast Guard long-range plans and policies; qualitatively evaluate the execution of existing programs and long-range plans with a focus on goal attainment, resource utilization and assessment, and continuous improvements; and provide management oversight for portions of the program planning process and the measurement and evaluation process.
2. **Functions.** Under the general direction and supervision of the Director of Resources, the Chief, Plans, Policy and Evaluation Division shall:
 - a. Manage the long-range planning (beyond the fiscal year plus two) and policy generation processes; provide coordination and review at the Chief of Staff level or at levels requiring interaction among Headquarters offices and programs.
 - b. Evaluate program planning and policy issues and provide recommendations to the Director of Resources for the Chief of Staff and the Commandant. Provide general staff support to the Director of Resources for program planning and policy issues requiring coordination and review at the Chief of Staff level or at levels requiring interaction among Headquarters offices and programs.
 - c. Integrate the long-range planning and policy generation process with the Commandant's vision, goals and specific strategic policies and maintain close liaison with the Strategic Planning Staff.
 - d. Serve as the Chief of Staff's administrator and overseer for the Planning, Programming, Budgeting, and Evaluation System (PPBES). Make recommendations to promote effective interaction between the Chief of Staff elements within the PPBES and the coordination of related processes. Facilitate Chief of Staff directed enhancements to the PPBES.
 - e. Evaluate long-term impacts of internal and external events and studies that will affect the way the Coast Guard conducts business.
 - f. Review and monitor Coast Guard policies and plans to assure they are consistent with Coast Guard goals and evaluate measures to assess goal attainment. Integrate the results of evaluations and assessment into long-range planning activities and provide results to the Strategic Planning Staff (G-CX) for use in strategic planning activities.
 - g. Coordinate the preparation, review and updating of Facility Requirements, the Headquarters review of Planning Proposals and Comprehensive Plans, and Mission Analysis Reports. Chair the Planning Proposal Review Board and the Mission Analysis Review Board.

- h. Develop and oversee the program performance evaluation process in support of the PPBES that enables the Coast Guard to appraise and measure the actual inputs, processes, outcomes and operational settings of one or more ongoing programs or policies for comparison with anticipated, assumed and/or desired results. Ensure necessary interaction and coordination with other PPBES elements, especially the Financial Systems Division, to support the program performance evaluation process.

- i. Develop measures for the overall evaluation process. Assist and provide guidance to program managers in developing appropriate measures of program performance.
- j. Support the decision making process by using the portion of the performance evaluation process to qualitatively assess alignment between policies and programs, accomplishment of objectives and utilization of resources.
- k. Manage a process for tracking major Coast Guard studies of interest to the Commandant, Vice Commandant, Chief of Staff, Director of Resources, Coordinating Councils and the Headquarters Executive Steering Committee.
- l. Initiate, monitor, and review major analytical efforts and special studies within the Coast Guard. Conduct special studies and analyses as directed by Chief of Staff and the Director of Resources.
- m. Manage the initiation, monitoring and review of all Coordinating Council chartered Quality Action Team (QAT) initiatives. Coordinate and monitor the implementation of all approved Coordinating Council QAT initiatives.
- n. Coordinate ocean and marine policy for the Coast Guard.
- o. Coordinate and review quarterly Program Director's Key Issues.
- p. Manage the Operations Analysis, Public Administration, and Administrative Science Management postgraduate programs.
- q. Serve as the Chief of Staff's Total Quality Management Coordinator for the Headquarters Executive Steering Committee.
- r. Provide office level representation for the Office of the Chief of Staff on the Research and Development (R&D) Project Development Board.
- s. Serve as the Coast Guard's energy manager. Recommend policy and manage the coordination of all elements involved with energy management and conservation.

PLANS AND POLICY BRANCH (G-CPP-1)

1. Under the direction and supervision of the Chief, Plans, Policy and Evaluation Division, the Chief, Plans and Policy Branch shall:
 - a. Manage the long-range planning and policy generation processes including review and evaluation of Coast Guard policies and long-range program plans to provide a coordinated approach for mission accomplishment and program assessment.
 - b. Represent the Director of Resources at all forums that review Coast Guard program planning and policy issues. Provide general staff support to the Director of Resources for program planning and policy issues requiring coordination and review at the Chief of Staff level or at levels requiring interaction among headquarters offices and programs.
 - c. Coordinate the identification, submission and review of initiatives placed in the Coast Guard Planning System.
 - d. Review and analyze existing programs, program alternatives and new program initiatives in order to assess long-range impact on the Coast Guard.
 - e. Review and prepare position and issue papers on current and anticipated policies and plans to assess their affect on long-range program policies and plans.
 - f. Assure that policy generation and long-range planning and programming processes are aligned with Coast Guard strategic planning. Maintain a close working relationship with the Strategic Planning Staff.
 - g. Coordinate the preparation, review and updating of Facility Requirements, the Headquarters review of Planning Proposals and Comprehensive Plans, and Mission Analysis Reports. Chair the Planning Proposal Review Board and the Mission Analysis Review Board in the absence of the Chief, Plans, Policy and Evaluation Division.
 - h. Review and analyze major analytical efforts and special studies for impact on the development and review of planning in the Coast Guard.
 - i. Review Mission Need Statements to ensure sound analysis and compliance with Departmental directives prior to major acquisitions. Review major systems designations for consistency with long-range plans and appropriate Departmental orders.
 - j. Conduct special studies and analyses as directed by the Chief, Plans, Policy and Evaluation Division (G-CPP).

- k. Coordinate ocean and marine policy in support of both Coast Guard and National objectives. Serve as liaison with other Federal agencies and with the private sector in the area of ocean and marine policy and as Executive Secretariat to the Oceans Principals Group (OPG).
- l. Analyze and propose major initiatives involving cross-functional program planning related to ongoing and future activities for submission as agenda items for Coordinating Council meetings.

- m. Prepare quarterly report of Program Director's Key Issues for the Commandant, coordinate responses dealing with that report and disseminate the report to senior managers.
- n. Manage the Operations Analysis, Public Administration and Administrative Science Management postgraduate programs.
- o. Provide office level representation for the Office of the Chief of Staff on the Research and Development (R&D) Project Development Board in the absence of the Chief, Plans, Policy and Evaluation Division.

**PROGRAM MEASUREMENT AND EVALUATION BRANCH
(G-CPP-2)**

1. Under the direction and supervision of the Chief, Plans, Policy and Evaluation Division, the Chief, Program Measurement and Evaluation Branch shall:
 - a. Develop and administer the Coast Guard's program performance evaluation process in support of the PPBES elements, e.g. strategic planning, long range planning and programming documents and directions, issues and determinations, and results of studies and management initiatives. Coordinate closely with all PPBES elements, especially the Financial Systems Division.
 - b. Using the qualitative portion of the performance evaluation process:
 - (1) Identify opportunities for better utilization of resources.
 - (2) Prepare assessments of progress toward the achievement of established goals to support the PPBES process.
 - (3) Apprise senior managers and program directors of program discrepancies between current program emphasis and changes in Coast Guard customer needs, e.g. systems analysis, operations research and modeling.
 - (4) Review and evaluate quality and productivity initiatives, measurement systems and plans. Examine methods for making continuous improvements, including the need for standards and measures. Provide advice, including input(s) from the Programs Division, on development and implementation to program and management officials.
 - (5) Analyze long-range program activities for identifying potential quality and productivity initiatives for improvement within the Coast Guard. Coordinate analysis with the Programs Division and the Financial Systems Division.
 - (6) Review the long-range implications of resource allocation recommended by program managers for improving program efficiency and effectiveness, and implementing quality and productivity improvements. Coordinate results with the Programs Division.
 - (7) Monitor, track, analyze and evaluate quality, productivity and management studies and reviews conducted by others for long-range quality improvements.
 - c. Develop measures for the overall evaluation process. Assist and provide guidance to program managers in developing appropriate measures of program performance.

- d. Review and recommend approval of program measures of goal accomplishment for Chief of Staff signature. Coordinate analysis with Chief of Staff and Director of Resources elements.
- e. Oversee the implementation of recommendations resulting from major studies chartered by or of direct interest to the Commandant and the Chief of Staff. Work with Chief of Staff elements, Coordinating Councils and program managers in developing execution and monitoring plans for approved study recommendations.
- f. Develop and manage the process for ensuring the proper tracking of major Coast Guard studies of interest to the Commandant, Vice Commandant, Chief of Staff, Director of Resources and Coordinating Councils.
- g. Monitor progress of Coordinating Council chartered studies and QAT's in process and provide monthly status updates for inclusion on the agenda of Coordinating Council meetings.
- h. Conduct special studies and analyses as directed by the Chief, Plans, Policy and Evaluation Division.
- i. Recommend policy and manage the coordination of all elements involved with energy management and conservation.

**PROGRAMS DIVISION
(G-CPA)**

1. **Mission.** To review and coordinate current and proposed program priorities involving short term policies and issues, policy implementation and resource allocation in support of program planning and execution Coast Guard-wide.
2. **Functions.** Under the general direction and supervision of the Resource Director, the Chief, Programs Division shall:
 - a. For the period including the current fiscal year through fiscal year (+2), review and coordinate the planning and execution of current and proposed programs including the determination of Coast Guard priorities for resource allocation. Review current fiscal year operating expenses and capital investment priorities as they relate to programmatic issues when significant fallout funds become available.
 - b. Direct the programming portion of the PPBES, including the review of all prospective resource change proposals and their respective priorities for inclusion at the various stages of the budget process. Perform such analyses as required to ensure option of the best alternatives consistent with strategic and long-range planning.
 - c. Provide necessary annual planning factors to the field for budgetary development. Serve as Planning Coordinator for the Headquarters General Administration Program.
 - d. Coordinate with Chief, Budget Division to develop internally and defend externally the budget at each respective stage. Assist, Chief Budget Division, and be responsible for programmatic input for OST, OMB and Congressional stage budget inquiries.
 - e. Evaluate program initiatives and provide recommendations to the Director of Resources for Chief of Staff and Commandant. Provide general staff support to Director of Resources for programmatic and program related budget initiatives requiring interoffice coordination for Chief of Staff and Commandant.
 - f. Direct a resource base management process to identify program requirements and develop a basis for managing resources and improving program development and execution Coast Guard-wide. Ensure close coordination with all PPBES elements.
 - g. Establish and maintain military and civilian personnel allowances for all Coast Guard units according to overall statutory ceilings, fiscal limitations and staffing criteria. In conjunction, distribute and monitor full-time equivalent allowances and usage throughout the Coast Guard.

- h. Coordinate the assignment of AC&I positions/billets to Headquarters, districts, MLCs, and units as required to effectively administer the AC&I program. Establish and maintain accurate records for coordinated control of all AC&I positions and billets.
- i. Oversee the Coast Guard's workforce planning program, including establishment of staffing standards and criteria. Perform workforce planning oversight and validation with a view toward Coast Guard goals and objectives.
- j. Provide IRM computer system support for the Commandant, Chief of Staff and attached elements.
- k. Manage the MIT Sloan Management Science and Harvard Littauer Public Administration postgraduate programs.

**PROGRAM REVIEW BRANCH
(G-CPA-1)**

1. Under the direction and supervision of the Chief, Programs Division, the Chief Program Review Branch shall:
 - a. Review and coordinate as necessary the execution and planning of current and proposed programs to ensure consistency with program objectives, ongoing planning, and established priorities and policies, and compatibility with other programs.
 - b. Review proposed programmatic changes to approved operating and support facilities and resources (billet/position and adjustments, OFCOs, etc.) to ensure consistency and adherence to program plans and policies.
 - c. Coordinate with Chief, Budget Division, the development and preparation of each stage of the budget submission and answers to questions from higher authority, which occur during each budget cycle.
 - d. Develop, coordinates, and distributes the necessary planning factors to the field for budgetary development.
 - e. Review all program Resource Change Proposals (RCPs) and recommend priorities and areas of emphasis at the various stages of the budget process to ensure adoption of the best alternatives which support long-range and strategic plans.
 - f. Represent the Director of Resources at all forums that review Coast Guard issues of programmatic policy and/or which affect program related budget issues. Provide general staff support to the Director of Resources for programmatic and related budget issues requiring interoffice coordination for Chief of Staff and Commandant. Serve as planning coordinator for the Headquarters General Administration Program.
 - g. Develop and maintain a resource base management process to identify program requirements and provide a basis for managing resources. Coordinate the use of this process to improve program development and execution Coast Guard-wide. Coordinate this process closely with all PPBES elements. In conjunction with this, regularly review the program structure of the Coast Guard looking near term toward (1) adjustments to facilitate management and analysis, and (2) clarification of objectives, output measures, and policies. Coordinate the results with the Plans, Policy and Evaluation Division.
 - h. Using the resource base management process:
 - (1) Review the analysis of the near-term implications of resource allocation recommended by program managers to (a) improve program efficiency/effectiveness, (b) identify opportunities for better use of resources, (c) and integrate them into the PPBE system. Coordinate the results with the Plans, Policy and Evaluation Division.

- (2) Examine the need for program standards and measures. Coordinate analysis with Plans, Policy and Evaluation Division.
- (3) Analyze near-term effects of quality improvements identified and recommended in studies and reviews conducted by others. Provide advice and input(s) to the Plans, Policy and Evaluation Division, on development and implementation.

PERSONNEL ALLOWANCE AND PLANNING BRANCH
(G-CPA-2)

1. Under the direction and supervision of the Chief, Programs Division, the Chief, Personnel Allowance and Planning Branch shall:
 - a. Maintain the Personnel Allowance (PAL) System (account for military and civilian personnel allowances for all Coast Guard units). Organize and make changes, perform periodic reconciliation to ensure inputs are correct, print PAL's monthly and distribute to field. Maintain historical records.
 - b. Review and perform staff work, recommend action, and draft Personnel Allowance Amendments (PAAs) on requests for changes to established personnel allowances. Requests may be in the form of Operating Facility Change Orders (OFCOs), RCPs, planning proposals, reorganizations, etc.
 - c. Distribute and track civilian FTE throughout the Coast Guard. Develop annual lapse rate calculations and distribute Employment Allocation Vouchers (EAVs) and letters. Prepare monthly FTE (civilian) reports. Coordinate reallocation of civilian FTE as necessary throughout the fiscal year. Maintain liaison with Coast Guard Headquarters Civilian Personnel, Area, MLC civilian personnel offices and the appropriate OMB/OST officials. Maintain the Personnel Resources (military and civilian) and Civilian Employment Ceilings Manual (COMDTINST M5312.13 series).
 - d. Assist program and support managers with staffing standards studies. Review all proposals and study results. Provide guidance/direction as needed during each study. Validate results and submit for approval. Maintain the Staffing Standards Manual (COMDTINST 5312.11 series).
 - e. Review and provide guidance for workforce validation studies performed by the Workforce Planning Division (G-PWP) to ensure compatibility with organizational goals and plans.
 - f. Provide planning oversight and analysis to include workforce structure measures of effectiveness such as sea/shore ratio and rating pyramids.
 - g. Provide standard terminal computer system support for the Commandant, Chief of Staff and attached elements. Manage hardware and software resources and updates. Provide minimum indoctrination regarding equipment usage.
 - h. Respond to all computer programming and software needs of the division and to those external queries, which require computer-generated information.
 - i. Act as control point of Operating Facility Change Orders (OFCOs).

- j. Maintain and publish the Operating Facilities of the U.S. Coast Guard (COMDTINST M5540.2).
- k. Maintain and publish the Enlisted Billet Manual (COMDTINST M5320.6 series) and the Commissioned and Warrant Officer Billet Manual (COMDTINST M5320.7 series).

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